

# **Brentwood Racquet Facility**

## **Ad Hoc Committee**

### **Report to the Board of Commissioners**

**November 1, 2023**



**BRENTWOOD**  
TENNESSEE

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# Executive Summary

## **Objective**

### **Brentwood Racquet Facility Ad Hoc Committee**

From City of Brentwood Resolution 2023-61:

Provide the Board of Commissioners with information regarding design options and operating policies and procedures, to include cost and revenue projections, for a possible racquet facility to be built in Crockett Park. Document the research conducted, any assumption used in preparation of financial projections, and the pros and cons of the various facility design options and operating policies and procedures considered.

## **Timeline**

### **Brentwood Racquet Facility Ad Hoc Committee**

May 22, 2023:

Brentwood City Staff presented Resolution 2023-57 to the Brentwood City Commission to allow Brentwood City Staff to negotiate a potential Interlocal Agreement Concerning Development of an Indoor Racquet Facility. Brentwood City Commission voted to defer Resolution 2023-57.

June 12, 2023:

Brentwood City Commission voted in favor of Resolution 2023-61- Creating a Brentwood Raquet Facility Ad Hoc Committee.

July 24, 2023:

City Commission voted to appoint 5 of the 45 applicants to serve as members of the Racquet Facility Ad Hoc Committee.

Brentwood Racquet Facility Ad Hoc Committee Meeting Dates:

1. August 2, 2023
2. August 9, 2023
3. August 17, 2023
4. August 23, 2023
5. August 29, 2023
6. September 7, 2023
7. September 14, 2023
8. September 21, 2023
9. September 28, 2023
10. October 5, 2023
11. October 19, 2023
12. October 26, 2023

November 1, 2023:

Written Report Delivered to Residents and City Commissioners.

November 9, 2023:

Oral Report Delivered to City Commissioners in Thursday morning Briefing, 9:00am in City Hall Annex Room.

## **Brentwood Tennis Opportunity**

Brentwood Racquet Facility Ad Hoc Committee

Tennis is one of the most popular individual sports in the world. Tennis is played by people all over the world as a great form of exercise and recreation. Tennis is a sport that has transcended age groups and is enjoyed by children as well as senior citizens, both male and female.

The Brentwood, Tennessee zip code 37027 is listed as one of the top 10 largest group of tennis players in the United States according to The United States Tennis Association (USTA). Brentwood also has the highest number of tennis players in a single zip code in Tennessee according to the USTA. <sup>1</sup>

On August 31, 2020 The Maryland Farms YMCA (MFYMCA) announced plans to close the facility. The Maryland Farms YMCA had 14 outdoor tennis courts and 7 indoor tennis courts with a bubble added in the winter for five of the outdoor courts. Additionally, the 2 outdoor tennis courts at the Concord Road Brentwood YMCA would also be closed. This resulted in a total loss of 23 courts from both YMCA locations in Brentwood. Before this announcement, there were 43 Public/YMCA courts available for tennis play in Brentwood.

From 2020 -2021 at the Williamson County Indoor Sports Complex (ISC) in Brentwood, there were 4,955 participants enrolled in tennis programs with 4,659 being Williamson County residents. During this time at the ISC there were 1,228 private lessons recorded with 68% of those being Brentwood residents. <sup>2</sup>

From 2020-2021 the Maryland Farms YMCA had 1200 active tennis members. At that time, the MFYMCA estimated 90 % members from Williamson County and 10 % from Davidson County. Of the Williamson County members, 70% were estimated to be Brentwood residents. <sup>34</sup>

The Youth Programs “Waiting List” was recently reported to be approximately 300 from the ISC, 200 from MFYMCA, and 200 from Wildwood Swim and Tennis Facility).

Every Winter the ISC and MFYMCA have a “lottery” to determine contract playing time for the winter months for their indoor courts. If a player is lucky enough to secure a “lottery time,” this guarantees that player a consistent weekly reservation time slot on a court. At the ISC in 2023, there were 781 individuals registered and only 95 contracts were awarded. In 2023 at MFYMCA, temporarily open by Williamson County Parks and Recreation (WCPR), there were 376 registered individuals, and 47 contracts were awarded. <sup>5</sup>

According to the National Parks and Recreation Association (NPRA), public parks have traditionally been the epicenter of tennis in the United States. In fact, 70 percent of all tennis is

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<sup>1</sup> United States Tennis Association

<sup>2</sup> Williamson County Parks and Recreation (WCPR)

<sup>3</sup> WCPR

<sup>4</sup> WCPR

<sup>5</sup> WCPR

played at public facilities, either free or for very little cost. The appeal of tennis goes across all demographic and socioeconomic groups. Tennis is played by men and women of all ages, and thus is a lifetime sport that can be learned in childhood or adulthood. Due to its wide appeal, the sport aligns with NRPA's Health and Wellness and Social Equity Pillars.

The sport of tennis can be an important part of improving communities, schools, the health of individuals, and the quality of life for all. Tennis is ideal for long-term health benefits. It is the only sport where a person can be an active participant from age 3 to 103. The Cleveland Clinic has called tennis "an ideal sport for a healthy heart" and individuals participating only a few hours each week can significantly reduce their risk of heart disease.

Tennis also fights the inactivity pandemic that has gripped the United States across all age groups. The sport gets people moving and reduces obesity rates. Research shows that overweight and physically inactive children have lower IQs and do not perform as well academically compared to children who are physically active.<sup>6</sup>

Tennis teaches life-long lessons of patience, work ethic, successes and failures, and progress toward goals. There have been over a hundred children that have gone on to play College Tennis on scholarships from Brentwood in the past 20 years. To provide this resource for the community is invaluable.

There is no doubt that the area needs more tennis courts, especially indoor, for year-round play.

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<sup>6</sup> National Parks and Recreation Association

## **Brentwood Pickleball Opportunity**

Brentwood Racquet Facility Ad Hoc Committee

### **Pickleball is THE FASTEST GROWING SPORT in the USA.**

- The 2023 Sports & Fitness Industry Association's (SFIA) Topline Participation Report announced that pickleball continued to be America's fastest-growing sport for the third year in a row (out of 124 tracked).
- The 2023 APP Pickleball Participation Report released details that 36.5 million people have played pickleball at least once in the last year; and 45% of those participants indicated they planned to play more in the next 6 months than they did in the previous 6 months.
- The latest numbers unveiled in the 2023 APP Pickleball Participation report, via a study conducted by YouGov, shows that 14% of Americans played pickleball at least once in that 12-month period. And over 8.5 million people played pickleball eight times or more.
- Among pickleball players, there are more men (60.5%) than women (39.5%), but the growth in the number of female players (17.6%) outpaced that of men (13.0%) in 2021.
- Despite having a significant proportion of senior players (aged 55 and up), the fastest growth in 2021 was seen in players under 24, showing that the sport is gaining popularity among younger audiences. Additionally, most of the local high schools in Williamson County have established Pickleball Teams.
- The average age of pickleball players is declining, with a decrease of approximately 2.9 years from 2020 to 2021, showing the sport's appeal to younger demographics

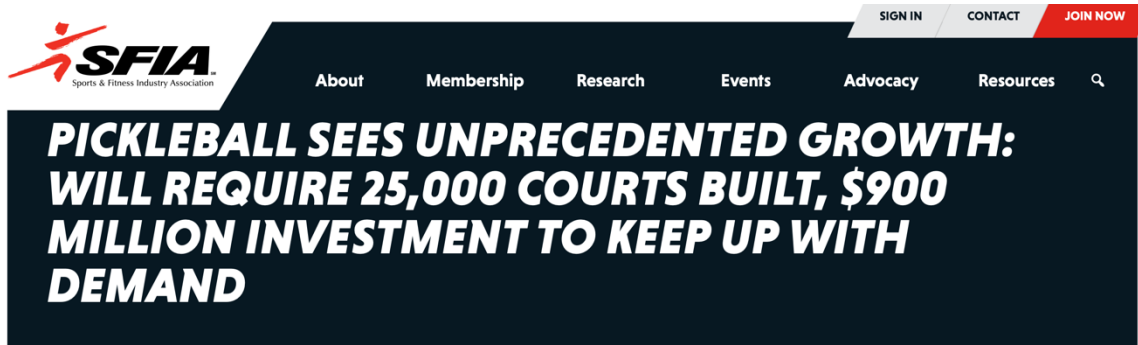
### **Game**

Pickleball is a court sport played on a hard-court tennis court surface with a perforated plastic ball and composite paddles about twice the size of ping-pong paddles. A pickleball court is 20' x 44' for both singles and doubles. The net is hung at 36" at the ends and hangs 34" in the middle. A non-volley zone extends 7' back from the net on each side, commonly called "the kitchen." In 2017, USA Pickleball and the American Sports Builders Association (ASBA) co-produced and released an official pickleball courts construction and maintenance manual for the industry. In 2020, USA Pickleball and ASBA produced an updated version of the court construction manual. Copies of this manual can be purchased at: <https://www.sportsbuilders.org/publications/>

Pickleball can be played indoors or outdoors and is easy for beginners to learn, but can develop into a fast-paced, competitive game for experienced players. In addition, the game has developed a passionate following due to its friendly, social nature, and its multi-generational appeal. Pickleball can be played as singles or doubles. New players can learn the basic rules quickly in a single session. No special apparel is needed – just something comfortable and appropriate for a court sport.



## Facility Demand



(August 10, 2023) – The [Sports & Fitness Industry Association \(SFIA\)](#) and [Pickleheads](#) today have released the [2023 State of Pickleball: Participation & Infrastructure Report](#), which provides an in-depth analysis of pickleball participation and facilities in the United States. By overlaying detailed participation and facility data, this report highlights the investment needed to keep up with pickleball's meteoric rise, leveraging data never available before.

As cited in [SFIA's Topline Participation Report](#), pickleball has continued its incredible rise in America, increasing by 85.7% year-over-year and by an astonishing 158.6% over three years. With 8.9 million participants in 2022, the number of new participants in pickleball exceeded the total number of pickleball participants in 2021. This highlights the unprecedented growth and increased awareness of the sport, leading to the importance of leveraging facility data in addition to more detailed participation breakdowns.

Demand for pickleball across the USA is at unprecedented levels. Sports & Fitness Industry Association's (SFIA) [research](#) says **\$900 million in construction costs** are needed to keep up with current and future demand. The report calls for **25,784 courts**, well over 2 million square feet.

While public indoor pickleball facilities are emerging throughout the country, a notable example close to home is in the small town of Opelika Alabama (<https://www.opelika-al.gov/852/Opelika-Pickleball-Facility>) with 24 indoor pickleball courts.

In the Racquet Facility Ad Hoc Committee's meeting with Murfreesboro Executive Director of Recreational Services, Nate Williams, when asked about Pickleball, he commented that he had not seen anything like it in his career. Bryan Richter, architect for the firm consulted for this potential project, shared similar commentary and discussed the portfolio of nationwide pickleball facilities his firm has been contracted to design and lead.

### Local Considerations

Pickleball is intended to be played on a hardcourt tennis surface (not a gym floor). Williamson County does not have any indoor pickleball facilities played on proper hard-court surfaces outside of the temporary facility currently in place at Maryland Farms which is operated by the County. There are three indoor courts on proper hard-court surfaces operated by Lifetime Fitness in Franklin.

Indoor courts are needed. Pickleball is highly sensitive to the weather issues (wind, rain, extreme cold, extreme heat) of Williamson County which allows for outdoor play less than 50%

of the year with over 122 days of precipitation in the area and additional outages for wind, heat and cold.

Demand for Pickleball in Williamson County is high and growing across all age segments and continues to grow despite limited locations to play. Williamson County's publicly available courts are used nearly 100% of the available time, per information provided by the County. The local high schools have formed pickleball teams and are competing interscholastically throughout the county and Junior Pickleball is the fastest growing segment within the game.

## Financial Summary of Tennis and Pickleball

### Brentwood Racquet Facility Ad Hoc Committee

This facility should be profitable, due to the high demand for tennis and pickleball in Brentwood, the ability for players to pay for programming, and the lack of tennis and pickleball courts in the area.

It is estimated the facility will generate **\$1,785,561 annual revenue** with an **annual profit of \$612,615 (including \$100,000 annual reserve for future replacement of the structure)** for Tennis and Pickleball combined. (Reference the Pro Forma in the appendix for full details.) These numbers are based on a comparable fee structure similar to other, local and regional public, government-owned and managed facilities.

The revenue and expenses listed in the Pro Forma are conservative and provide an achievable expectation for the facility to generate this annual profit.

	Tennis	Pickleball	Total
<b>Revenue</b>	\$ 1,073,520.00	\$ 712,041.60	\$ 1,785,561.60
<b>Expenses</b>	\$ 625,876.40	\$ 447,070.00	\$ 1,072,946.40
<b>Net Revenue</b>	\$ 447,643.60	\$ 264,971.60	\$ 712,615.20
<b>Margin %</b>	42%	37%	40%

	Tennis	Pickleball	Total
<b>Future Structure Replacement</b>	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00
<b>Net Revenue less Future Structure Replacement</b>	\$ 397,643.60	\$ 214,971.60	\$ 612,615.20

### Additional Revenue Considerations:

The financial projections do not include any monthly or annual membership fees. While monthly or annual membership fees are a relatively new concept in Public-run facilities, precedent has been set, and this is a trend Brentwood may consider for additional revenue.

The Adams Indoor Tennis Center in the City of Murfreesboro has a yearly fee for admittance, and this has been discussed previously with the Ad Hoc Committee. The current operating model at Williamson County Recreation's Tennis and Pickleball facility at the former Maryland Farms YMCA in Brentwood has a monthly Pickleball membership fee.

### Possible Fee Structure:

Brentwood Family Membership	\$250 a year
Brentwood Individual Membership	\$125 a year
Non-Member Fee	\$5 per visit
Non-Resident of Brentwood Fee	\$10-20 per visit

Based on available court time, this proposal above could conservatively generate an additional \$125,000 each year. If implemented, this additional revenue brings the possible profit number to **\$737,000** each year.

## **Recommendation**

### **Brentwood Racquet Facility Ad Hoc Committee**

#### **Committee's Final Recommendation:**

The Committee recommends building a Brentwood-owned and managed Indoor Racquet Facility in Crockett Park.

In summary, the facility is estimated to cost \$11,500,000 - \$11,750,000 million of taxpayer investment to build, and if the suggested fee structure is utilized, Brentwood can conservatively see \$737,000 in annual profit. This will allow Brentwood to recuperate its investment to Brentwood taxpayers in less than 16 years. Thereafter, the annual profit may be used to benefit the City in other areas. This type of Enterprise Operation is new for the City of Brentwood, as there is no other operation in the City that has similar results, providing a financial return on investment to the taxpayers. Beyond the financial benefits, the intangible return on investment for residents is the opportunity for improved quality of life for our residents through exercise, community building, and increased property values.

This recommendation is being made after extensive research and due diligence by the Brentwood Racquet Facility Ad Hoc Committee (BRFAHC). The Committee was chosen by the City Commission from 45 highly qualified applicants. These subject-matter experts include professionally accomplished residents who also have tennis and pickleball expertise that exceeds most local publicly-owned and managed facilities.

#### **The summary reasons for the City of Brentwood to own and manage its own Racquet facility are:**

1. Brentwood has a high demand among its residents for tennis and pickle ball.
2. The Brentwood 37027 zip code is in the top 10% of tennis players in the US.
3. Brentwood residents have been, and are more so today, underserved for the availability of indoor racquet courts.
4. Brentwood Youth are on waiting lists at all Brentwood facilities presently.
5. A Brentwood owned and managed racquet facility can focus on Brentwood Youth as a priority for playing/teaching time.
6. A Brentwood owned and managed racquet facility will be financially self-supporting financially.
7. The Proposed Brentwood owned and operated facility can pay for itself with its net revenues.
8. The proposed City-owned racquet facility can generate positive net revenue perpetually.
9. Brentwood residents are accustomed to above-average and premier city-owned and managed facilities.
10. Brentwood's total ownership and control of the proposed racquet facility provides flexibility of the overall operating model and utilization of the facility.
11. Brentwood resident racquet players, and especially young players, are numerous and have exceeded capacity for available indoor court time.

12. A Brentwood owned and operated racquet facility should not increase Brentwood taxes because the facility pays for itself.
13. A Brentwood owned and operated racquet facility is not a private club but a public self-paying facility similar to over 70% of racquet facilities in the US.
14. Brentwood has resident racquet experience and expertise available to assist Brentwood leadership with successful execution and operation of a Brentwood owned and operated facility.
15. Brentwood has more than enough paying racquet players to support a Brentwood-owned and operated facility dedicated entirely to benefit Brentwood Youth and residents.
16. Brentwood residents will benefit from a Brentwood-owned and managed facility that would emulate the operational excellence already demonstrated with the Library, Police, Fire, Public Works, and other departments.

### **Financials/Revenue/Costs/Staffing**

The BRFAHC developed a financial model that reflects City Leadership's conservative expectations of financial performance. These financials demonstrate the positive net revenue that allows Brentwood to finance, build, and manage an excellent Racquet facility that will be self-funding, generating significant positive cash flows for the enterprise. Detailed financials are part of this full report (Please see appendix for Pro Forma.)

### **Building Structure**

The BRFAHC worked with Bryan Richter, an architect with C & I Design, experienced in the design and construction of indoor recreational facilities, including racquet facilities, to evaluate potential building structures, site work, and locations. Mr. Richter presented the Committee with a concept plan per the Committee's request that reviewed three different types of indoor racquet structures with the following considerations:

- 8 pickleball courts with the option to expand to 10
- 6 tennis courts with the option to expand to 7
- A 7,400 ft. controlled-entry welcome building with bathrooms, shared reception desk, and gathering area
- ~350 parking spaces (required by Code)
- Separate buildings for Tennis and Pickleball that have shared access through the shared welcome building

The BRFAHC recommends the use of a tension-fabric structure for the two buildings for Tennis and Pickleball. For the Welcome Building, the Committee recommends what Mr. Richter suggested. Mr. Richter estimates the entire project will cost \$11,500,000 - \$11,750,000. The recommendation of the tension-fabric structure for the Tennis and Pickleball buildings is based on Committee members' professional and personal experience with the three building types that were evaluated during this process. Mr. Richter conservatively estimates about two years for the total project to be completed. Mr. Richter's preliminary estimate has built-in contingencies so that this project will not go over budget, and, most likely, come in under budget.

Since the demand for Tennis and Pickleball is high, and it is more cost effective to enter into construction once (instead of remodeling later), the BRFAHC asked Mr. Richter to estimate the additional costs needed to build out the facility to the maximum capacity for the Crocket Park site. This additional cost of construction (\$1.16 - \$1.29 million) would allow one additional tennis court and two additional pickleball courts to be constructed. This additional playing space would generate an additional \$356,930 of annual revenue. There is more detailed information in the Facility section of this report.

#### **Additional Recommendation for Building Process**

The Brentwood Racquet Facility Ad Hoc Committee also recommends that the Brentwood City Commission consider appointing a volunteer citizen racquet advisory committee to work with the Commission and City Management if the City chooses to fund, build, and operate a Racquet Facility. The goal of this volunteer committee would be to offer experienced assistance to help ensure this project's success for the benefit of the citizens of Brentwood.

# Operating Model



## **Brentwood Community Experience**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Brentwood City Hall building has a quote displayed on the wall as you enter the front of the building. The quote reads:

“Brentwood must strive for  
total EXCELLENCE in every endeavor  
and never settle for second best.”

That EXCELLENCE is why residents choose to live in Brentwood. Residents choose this community for the nationally recognized schools, the beautiful parks, the strong zoning restrictions, and the impeccable maintenance of the buildings and public spaces.

In building this Brentwood Tennis and Pickleball Complex with a tension-fabric structure, this tradition continues as the City puts forward the best product for its citizens. The vision for this facility should be for it to be run by both a well-qualified and experienced Tennis and Pickleball Directors who would each individually oversee all areas of the tennis and pickleball operations. These persons would be available to all residents and would be constantly on-site delivering an exceptional product to Brentwood residents. Each Director would know the adults and children and develop relationships with the Brentwood tennis and pickleball communities. Achieving these goals and the desired experiences will only be accomplished with Tennis and Pickleball Directors who work on-site and directly with the players.

Programming for the new facility should be all-encompassing and cater to all ages and levels of play. Special attention for tennis should be paid to the junior players as they are currently missing this opportunity with the loss of so many tennis courts and lack of pickleball courts in Brentwood. Close attention should also be paid to our Super Seniors who are often overlooked in the programming at other facilities.

This project is a unique opportunity for Brentwood to create a beautiful, clean, and safe facility with excellent service for its residents. It should be a place to play tennis and pickleball, but also meet lifelong friends, make new connections, and foster a sense of pride and community.

## **Tennis and Pickleball Staffing**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Director of Tennis and Director of Pickleball would over-see all operations of the Tennis and Pickleball Programs. The Tennis Director would find and approve Tennis Professionals to teach lessons and run the Junior Program and events. The Pickleball Director would find and approve Pickleball Professionals to teach lessons and run programming where professionals are required. The Pros should be Independent Contractors and would rent courts and not be employees. The Front Desk employees would be part-time workers who assist the Directors of Tennis and Pickleball and also work at the reception desk during business hours.

#### **Director of Tennis**

Competitive Salary plus benefits

Have opportunity to earn additional income through teaching lessons to players of all ages

Potential Performance bonus tied to Facility Performance

#### **Director of Pickleball**

Competitive Salary plus benefits

Potential Performance bonus tied to Facility Performance

#### **Tennis and Pickleball Professionals**

Independent contractors who pay the facility for court time they use to teach lessons or other programming activities

Coaching the Junior Program at an hourly rate or for reduced court time fees

#### **Front Desk Supervisor**

Part time

Works the desk and helps Directors with leagues, billing, paperwork

#### **Front Desk Workers**

Part time

## **Tennis and Pickleball Programming**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Director of Tennis shall develop a blend of programs to fill the courts with players and satisfy the Brentwood Tennis Community. This will change seasonally and will adapt to the current demand of the clientele and to meet budget.

Some of the Programming offerings are below:

### **Tennis:**

#### **Contract Time**

This is block-time sold for the same time each week for the winter, or by the season, usually sold in 90-minute blocks

There is a very large demand for this, but it limits the court use to just the players on the contract. 20% of available court time is a reasonable expectation but could be increased or decreased by the Director of Tennis.

#### **Leagues**

6-week leagues for determined levels of play, playing each week at the same time.

This is a great way for new players to jump in and get started.

10% of available court time would be set aside for leagues.

#### **Junior Program**

This is a comprehensive, dedicated Program to develop young tennis players. It is divided by age, level, commitment, and meets twice or more a week throughout the year. It would start at age 5 and go up to seniors in High School.

20% of court time will be allocated to this Program.

#### **Summer Camps**

The summer portion of the above Junior Program occurs when kids are out of school and can play tennis anytime during the day. Week-long camps or two times a week groups should be run the entire summer.

#### **Private Lessons**

Independent Contractor Pros would rent court time and teach lessons. They would need to be approved by the Director of Tennis. They would set their own rates and the facility would collect a regular court fee.

25% of court time is allocated to lessons.

#### **Reservations**

This is for players to call in and book a court to play. Court fees will be charged by the hour.

20% of court time should be open for residents to book three days in advance for recreational play.

### **Tournaments**

There are many opportunities to host USTA and UTR tournaments that generate additional revenue. The Director of Tennis should plan these accordingly depending on existing court usage on the weekends.

5% of court time should be allocated to Tournaments.

### **Non-Revenue Programming**

#### **Charity Socials**

Events run to bring awareness or contributions to charities in the area. These could be a morning ladies' event, an evening gentlemen's round robin, or a mixed doubles event on a Friday night.

#### **Community Projects**

Junior classes or Senior Group lessons for community good. Usually done at lower peak times at no charge to the players.

### **Pickleball:**

The Director of Pickleball shall develop a blend of Programs to fill the courts with players and satisfy the Brentwood Pickleball Community. This will change seasonally and will adapt to the current demand of the clientele and to meet budget.

Some of the Programming offerings are below:

#### **Open Play**

This is a standard play option for all pickleball facilities offering players the opportunity to pay a monthly fee or session based drop-in fee to play for a defined period of time in an open play environment with other players. This will comprise ~20% of court allocation.

#### **Clinics**

Clinics are group lessons which would be coordinated by skill level and areas of learning. Clinics are a mainstay, premium activity at pickleball facilities. This will comprise 5% of court utilization.

#### **Reservations**

This is also a standard play option for all pickleball facilities offering players the opportunity to pay to reserve a court and play with a group of players of their selection. Reservations will comprise over 40% of court allocation.

**Leagues/Premium Play Sessions**

Multi-week leagues for determined levels of play, playing each week at the same time and single session premium play sessions are some of the most popular options for play a pickleball facilities. This will comprise ~30% of court allocation.

**Private Lessons**

Private lessons are loss leaders at pickleball facilities as they are not as profitable as other activities. Additionally, clinics and leagues are far better marketing tools for growing the usage base.

**Tournaments/Private Events**

Held on weekends usually, play will start Friday morning and finish Sunday afternoon. There are many opportunities to host tournaments so the Director of Pickleball should plan these accordingly depending on existing court usage on the weekends.

2% of court time should be allocated to Tournaments.

Private Events are highly profitable and are essentially bulk court rentals with Pickleball Pro participation to plan, supervise and conduct the event. These events offer a significant premium over standard rentals as corporations are accustomed to paying significant amounts for these types of events.

## **Reservation and Scheduling System**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Brentwood Racquet Facility Ad Hoc Committee (BRFAHC) reviewed and discussed the need for a Reservation/Scheduling software system that could accommodate a proposed Racquet Facility.

Discussion revolved around existing reservation systems in place at several local racquet facilities. Several suggestions were made involving seeing future schedules on the calendar as far in advance as possible. The Committee reviewed needs for payments, verifying member status, and routine communications, as well as many other features that a system could have.

There was also information provided by City Management that there were needs for reservation software in the Parks and Recreation Department for picnic shelters, outdoor tennis courts, sports fields, and other activities. The City has begun researching potential software solutions.

The Committee and the City Staff agree that there are several commercially available systems that could support these needs. There was information shared that revealed deep knowledge and years of expertise among the committee about systems available for these issues.

It is recommended that a thorough needs-assessment should be completed for all other functions the City has in this regard. After this assessment, a highly functioning and effective software can be selected and procured to be used across the City's platform for Recreation.

## **City/County Partnership Information**

### **Brentwood Racquet Facility Ad Hoc Committee**

On March 9, 2023, at the Brentwood City Commission Briefing meeting, Williamson County Parks and Recreation (WCPR) Director Gordon Hampton made a presentation to the Brentwood City Commissioners.

The WCPR presentation included a proposal for a County and City partnership building an Indoor Racquet Facility including tennis and pickleball at Brentwood Crockett Park. This proposal offered the following:

1. An Indoor Racquet Facility that proposes 7 tennis courts and 6 pickleball courts
2. A singular, air-supported structure
3. Possible partnership would be similar to existing Indoor Soccer Facility in Crockett Park (Indoor Soccer: City provided land and paid ½ of building costs; County operates, manages, and retains all revenue exclusively, under a 99-year lease)
4. A proposed total cost of \$12 million with County and City each paying half of the cost
5. Brentwood provides land at Crockett Park
6. County operates and manages facility
7. After operating costs and budget for capital maintenance expenses are deducted, City and County would share 50/50 revenue
8. County indicated that statistics from the Williamson County owned Indoor Sports Complex (ISC) show that more than 50% of tennis usage is Brentwood residents

There was additional discussion during this presentation with the Brentwood City Commission regarding:

1. Value of land at Crockett Park contribution with no consideration
2. Consideration of priority for playing time for Brentwood residents
3. The operating model

On May 22, 2023 Brentwood City Staff presented Resolution 2023-57 to the Brentwood City Commission to allow Brentwood City Staff to negotiate a potential Interlocal Agreement Concerning Development of an Indoor Racquet Facility.

After much discussion, the majority of the Brentwood City Commission requested that a Citizen Volunteer Committee be established to perform due diligence and evaluate all information for a Potential Racquet Facility at Brentwood's Crockett Park.

On June 12, 2023, at the Brentwood City Commission meeting, the majority of the Brentwood City Commission approved establishment of a volunteer citizen "Brentwood Racquet Facility Ad Hoc Committee" with applications being accepted for five members.

On July 24, 2023, the City Commission selected and voted to approve 5 of the 45 citizen applicant volunteers to serve on a Brentwood Racquet Facility Ad Hoc Committee.

On August 29, 2023, the Brentwood Racquet Facility Ad Hoc Committee invited and met with WCPR Director Gordon Hampton to review and discuss the WCPR proposal to the City of Brentwood for a possible partnership to build and operate the Indoor Racquet Facility.

During the August 29, 2023, meeting the Brentwood Racquet Facility Ad Hoc Committee (based on the value of the property and dollars contributed from Brentwood taxpayers) requested discussion, information, and considerations from WCPR:

1. Value of Crockett Park land not being a consideration in the partnership
2. Request for a priority Brentwood resident Youth programs - reservations and winter contract lottery
3. Establish mechanism for Brentwood citizen input for operations and management
4. Discussion of building and design types

After much discussion, WCPR informed the Brentwood Racquet Facility Ad Hoc Committee that there would be no consideration for any of these requests. Also, the proposed Racquet facility would be managed and operated exactly according to the policies and procedure of Williamson County. Mr. Hampton also informed the Brentwood Racquet Facility Ad Hoc Committee that Brentwood had until November 2023 to accept or reject the partnership proposal from WCPR.

On August 30, 2023, the Brentwood Racquet Facility Ad Hoc Committee was informed through an email from the Brentwood City Manager that WCPR had withdrawn their proposal for a potential partnership. The email noted that Mr. Hampton spoke with Mayor Rogers Anderson, and they thought that further consideration of a potential City/County partnership on an indoor racquet facility in Crockett Park was not in the County's best interest. This information was then discussed at the September 7, 2023, meeting of the Brentwood Racquet Facility Ad Hoc Committee.

### **Williamson County-Specific Financial Information for Consideration:**

The information below is compiled from the State of Tennessee's website from the Office of the Comptroller. This information is listed so that the reader might understand the larger picture of a possible future partnership with Williamson County.

#### **I. State of Tennessee Comptroller of the Treasury TAG dashboard:**

<https://www.comptroller.tn.gov/office-functions/la/e-services/tag-tableau/tag-overview.html>



**II. Williamson County Annual Financial Report for the Year Ended June 30, 2022 (sourced from the State of Tennessee's Comptroller's Office website) page 15:**

<https://comptroller.tn.gov/content/dam/cot/1a/documents/county/2022/FY22WilliamsonAFR.pdf>

**Williamson County, Tennessee  
Management's Discussion and Analysis for the Year Ended June 30, 2022**

From the State Comptroller's report: "As management of Williamson County, Tennessee, we offer readers of Williamson County's financial statements this narrative overview and analysis of the financial activities of Williamson County, Tennessee, for the fiscal year ended June 30, 2022. This discussion and analysis focuses on the primary government only and does not include discussions of discretely presented component units.

**Financial Highlights**

1. The liabilities and deferred inflows of Williamson County exceeded its assets and deferred outflows at the close of the fiscal year by \$296,996,866 (net position). The liabilities include \$556,825,981 in debt that is attributable to the Williamson County School Department.
2. The government's total net position increased by \$10,830,275.
3. At June 30, 2022, Williamson County's governmental funds reported combined ending fund balances of \$319,583,307, an increase of \$42,725,609 in comparison with the prior year.
4. At June 30, 2022, the unassigned fund balance for the General Fund was \$74,279,687 or 69 percent of total General Fund expenditures.
5. For the fiscal year ended June 30, 2022, Williamson County's total debt had a net increase of \$97,367,372. During the year, \$56,360,000 of debt service bonded principal payments were made, other loans principal payments of \$1,602,628 were made. There was \$155,330,000 of debt issued, which was for various education projects, parks, county archives, sheriff, emergency management operations, various general government maintenance and renovations, as well as hospital capital improvements."

**Additional Williamson County Information:**

On October 9, 2023, Williamson County Commissioner Christopher Richards reported information about Williamson County through an email to the Brentwood City Commission:

"Honorable Commissioners,  
I thought I would share with you the Counties' current debt load. As you can see we owe over \$1 Billion. That is a staggering amount that costs us about \$56 Million a year in interest alone (that number will go up a lot as interest rates increase). Please keep this in mind in any partnerships with the county. We are all taxpayers also for Williamson County. It will not help

Brentwood residents if the City is able to keep taxes low, while the County is forced to triple their taxes because it is unable to say no.  
Thank you, to each of you for your service.”

Christopher Richards  
Williamson County Commissioner District 7

## **City/Private Partnership Option for an Indoor Racquet Facility**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Brentwood Racquet Facility Ad Hoc Committee (BRFAHC) engaged Brentwood City Management in a robust discussion regarding the possibility of a partnership between the City and a possible private enterprise. As of this printing, there are no private investors showing interest in a partnership with the City of Brentwood.

City management indicated that a “private/public” partnership model might be considered based on the profile and experience of the potential private partner and by establishing and aligning with that partner on the appropriate goals and objectives that would benefit the residents of Brentwood.

It was also noted in this discussion that it was unlikely that a private enterprise would develop and operate a racquet facility, as a private enterprise within the Brentwood City limits may prove to be cost prohibitive because of the high property value in Brentwood and scarcity of suitable building sites or existing buildings with proper zoning. The value of the owned City property available and suitable for a Racquet facility could be a significant factor in possible private interest.

If the Indoor Racquet Facility is built in Crockett Park, there are still options and opportunities for Private investments, small or large, depending on the scope and impact of the possible proposed partnership, the interest of the City Commission, and the impact the partnership could have on residents.

## Brentwood-Managed Option for an Indoor Racquet Facility

### Brentwood Raquet Facility Ad Hoc Committee

Brentwood was incorporated in 1969 with a population of 3,378. It is now a premier suburban residential/office community with a current population of approximately 45,000 people.

Historical population			
Census	Pop.	Note	%±
<a href="#"><u>1970</u></a>	4,099		—
<a href="#"><u>1980</u></a>	9,431		130.1%
<a href="#"><u>1990</u></a>	16,392		73.8%
<a href="#"><u>2000</u></a>	23,445		43.0%
<a href="#"><u>2010</u></a>	37,060		58.1%
<a href="#"><u>2020</u></a>	45,373		22.4%

Census Population API; United States Census Bureau

The vision that was shared by Brentwood’s early residents in establishing a low-density residential community is still prevalent. About 90 percent of Brentwood’s acreage is zoned residential with a density standard of one dwelling unit per acre.

The easy accessibility to Nashville, the open country character of the area and the focus on quality land use and development has made Brentwood one of the most attractive and desirable growing communities in Tennessee.

Brentwood is known for its “high quality” of living by its residents. Brentwood elected officials and city management leadership have secured the City financially with very low debt and a significant surplus of funds from taxes. In 2023, the City of Brentwood has a “Reserve Fund” of \$56 million and total debt of \$34 million. Brentwood City management and services are recognized by its residents as efficient and customer-service oriented. Brentwood also sets itself apart from other government organizations with excellent employees and management. The City of Brentwood is in a healthy financial position to build and manage an indoor racquet facility, particularly one that is self-sustaining and can generate healthy profits.

## **Parks and Recreation Department**

The goal of the Brentwood Parks and Recreation Department (BPRD) is to provide a variety of active and passive park facilities and programs to accommodate the needs, interests, and expectations of residents and other users.

The focus of the Parks and Recreation Department is centered upon the proper development and maintenance of the City's parks and greenways located throughout Brentwood (totaling 1,027 acres.) The grounds and facilities provide Brentwood residents opportunities to enjoy social, cultural, athletic and/or nature-oriented activities through individual or organized group participation without having to travel great distances.

The department also cooperates with volunteer and other community groups in the provision of youth and adult activities, programs, and special events at various park facilities.

The BPRD operates as a “passive” management department. BPRD develops and maintains park property for the maximum benefit of Brentwood residents. Presently, BPRD does not manage “active” sports programs. Currently, the sports activities occurring inside Brentwood park property consist of Youth Football, Youth Soccer, Youth Baseball, Youth Softball, Youth Lacrosse, etc. that area all managed by outside organizations.

A feasible option for a Brentwood-owned and funded Racquet Facility would be for direct management by the BPRD. This is a unique project for Brentwood since net revenue, after expenses can pay for the Indoor Racquet facility. While initial building and startup costs would need to be funded, the facility generates positive net income to pay back these costs and also generates positive net revenue for future uses by the City of Brentwood.

Discussions with City staff and leadership have resulted in positive conversations. City management and BPRD leadership have voiced willingness to engage, deploy, and execute a possible Racquet Facility based on a decision of the Brentwood City Commission. The significant issue for successful Racquet facility operations would be: hiring excellent, professional, and experienced leadership as the City has historically done in all its departments.

The Brentwood Racquet Committee has explored and evaluated specific information as part of the Brentwood Racquet Committee. The comprehensive Racquet Facility report supports a BPRD managed Racquet facility. Brentwood City management’s excellent track record of high resident valued services indicates a BPRD managed and owned Racquet Facility would be a successful endeavor for the benefit of Brentwood residents.

## Facility Information

## **Facility Location**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Brentwood Racquet Facility Ad Hoc Committee engaged with Bryan Richter, AIA, CSI, CDT, Principal/Architect at C&I Design and City Staff to look at all possible locations in Brentwood-owned Park properties that could accommodate an indoor racquet facility. The initial targeted location was vacant land at Crockett Park located next to the Indoor Soccer Complex. The motivation for this process was to determine if there was a location within the City Park system that:

1. Required less pre-construction site work
2. Already had adequate parking
3. Enabled a facility to meet demand
4. Did not cause disruption to existing Park uses

A detailed discussion occurred, over several meetings, looking at all Brentwood park properties including Smith Park, Tower Park, Granny White Park, Flagpole Park, and other areas in Crockett Park. Several park properties could possibly host the proposed indoor racquet facility; however, all properties had concerns such as parking, access, cost of replacement of existing recreation use, flood plain issues, required infrastructure buildout, and/or other variables. Questions were asked, addressed, and answered satisfactorily.

The initially identified Crockett Park location has been determined to be the most compatible based on the size and scope of a proposed indoor racquet facility with the option for future expansion, if desired.

## **Building Options for Indoor Racquet Facility**

### **Brentwood Racquet Facility Ad Hoc Committee**

The Brentwood Racquet Facility Ad Hoc Committee engaged Bryan Richter, AIA, CSI, CDT, Principal/Architect at C&I Design, to prepare an overall site and floor plan for a racquet facility at Crockett Park. The committee agreed that three building types were viable options as discussed more below. After extensive conversation, the Committee asked Mr. Richter to modify the original design presented to the Committee. Based on feedback from the Committee and the Tennis and Pickleball expertise, it was obvious that the structure used for Tennis and Pickleball needed to be separated into two different structures: one for Tennis and one for Pickleball.

Mr. Richter returned to the Committee with the new design plan including separate buildings for pickleball and tennis. The Pickleball building could have 8 pickleball courts. The Tennis building could have 6 tennis courts. Mr. Richter also brought the option to expand the buildings to house 10 pickleball courts and 7 tennis courts. This plan also includes an entry building with bathrooms and the required parking spaces (over 300), per Code.

Mr. Richter conservatively estimated about two years for the total project to be completed. He noted that none of the below costs for the three proposed building options are for hard quotes or estimates that match a definite scope of work, and they cannot be scrutinized down to the penny because detailed site analysis and design work are still yet to be contracted and completed. However, the below costs provide a general overview of potential costs when considering land, design, permitting, soft costs, equipment, furnishings, and construction.

### **OPTION 1: AN AIR-SUPPORTED, CABLE-RESTRAINED, MEMBRANE STRUCTURE**

**Total project cost without additions: A rough order of magnitude (ROM) cost is \$11,000,000-\$11,500,000.**

- For a Pickleball Addition (~6,633 s.f.):  
ROM Additional Building: \$450,000-\$500,000 +  
ROM Additional Parking: \$80,000-\$95,000 =  
**ROM Construction Cost: \$530,000-\$595,000** (does not include additional permitting & design fees)
- For a Tennis Addition (~7,846 s.f.):  
ROM Additional Building: \$550,000-\$600,000 +  
ROM Additional Parking: \$80,000-\$95,000 =  
**ROM Construction Cost: \$630,000-\$695,000** (does not include additional permitting & design fees)

### **OPTION 2: A TENSION FABRIC STRUCTURE -**

**The approximate cost is \$500,000 to \$750,000 more than Option 1** when all foundation, mechanical, and electrical expenses are factored in.

**THIS IS BRFAHC'S RECOMMENDATION**



### **OPTION 3: A PRE-ENGINEERED STEEL STRUCTURE**

**The approximate cost is \$100,000-\$150,000 more than Option 2.** This estimate does not factor in overhead costs for a contractor for a longer construction sequence potentially resulting from longer lead times for a pre-engineered, steel structure.

# Appendix

**Pros and Cons  
for Brentwood Taxpayers  
on a Brentwood Only (non-partnership)  
Indoor Racquet Facility**  
Brentwood Ad Hoc Racquet Committee

PROS of Brentwood fully owning and operating an Indoor Racquet Facility

1. City of Brentwood retains 100% of recurring net profit while paying back cost of facility.
2. City of Brentwood retains 100% of recurring net profit after the facility is paid-off and the City gains an opportunity for a profit-generating facility where profits can benefit other areas of the City.
3. Youth and all City residents will have total use and priority for a fully City-owned and managed indoor racquet facility. The reservation system utilized will be a tool for racquet reservations as well as other park amenities.
4. Brentwood residents benefit from a City-run facility with the quality they currently experience at other amenities (Library, Parks, Trails, Police, and Fire) in the City of Brentwood. Brentwood residents have direct input and feedback into an Indoor Racquet Facility located in their own Crocket Park. Brentwood residents benefit from Brentwood-managed City expertise.
5. The City offers a satisfying experience for all users and visitors by adopting the excellent operational model, policies, and procedures that exist in all other areas of the City. The City has the flexibility to make real-time financial and operational adjustments to meet any changing needs of the Brentwood citizenry.
6. The City of Brentwood demonstrates to the taxpayers the importance its City government continues to place on providing quality spaces that promote healthy lifestyles.
7. The City of Brentwood has high-caliber staff in our Parks and Recreation Department that will be able to support this project.
8. Brentwood Youth and all residents will have preferential status for all playing time.
9. The City of Brentwood's strong financial position affords the opportunity to build a new indoor racquet facility with many different funding options.
10. The City sees this project as a location used for health, fitness, and community building for its residents.

11. As we mature as a City, this is a natural next step for Brentwood.

CONS of Brentwood fully owning and operating an Indoor Racquet Facility

1. City of Brentwood taxpayers responsible for the start-up costs until the facility fulfills its self-funding expectation to the City.
2. City has total management responsibility.
3. City will need to create a new facility and management infrastructure.

**Pros and Cons  
for Brentwood Taxpayers  
on a City/County Partnership**  
Brentwood Ad Hoc Racquet Committee

PROS of possible Partnership with Williamson County

1. City of Brentwood taxpayers responsible for funding only ½ of the investment for building/structure and construction costs.
2. County has total management responsibility and therefore the City of Brentwood does not need to hire additional full-time employees to run a racquet facility nor need to learn to operate a racquet facility.
3. Utilization of existing Williamson County and Parks (WCPR) system and management infrastructures.
4. Some taxpayer dollars paid into Williamson County would return to Brentwood.

CONS of a possible Partnership with Williamson County

1. City of Brentwood retains only ½ of recurring net profit while paying back cost of facility.
2. City of Brentwood retains only ½ of recurring net profits after facility is paid off and the City loses an opportunity for an eventual fully-owned, profit-generating facility.
3. Brentwood residents are subject to Williamson County policies and procedures. Brentwood residents have no input or control on an Indoor Racquet Facility located in their own Crocket Park (similar to the current Indoor Soccer Complex in Crocket Park and the Indoor Sports Complex on Heritage Way.)
4. Brentwood Youth and residents have no preferential status for playing time under County's management.
5. Williamson County must borrow money to finance partnership with the City of Brentwood which means more County debt for Brentwood taxpayers who are also Williamson County taxpayers. Williamson County debt is presently over \$1.1 Billion (Williamson County is paying \$56 million annually in interest payments on this debt.)

# FAQ

## Frequently Asked Questions

Brentwood Racquet Facility Ad Hoc Committee

**1. QUESTION: Why does Brentwood need more indoor tennis and pickleball courts?**

**ANSWER:** In 2020, the Brentwood Maryland Farms YMCA announced it had sold its property and would be closing in 2-3 years. As a result, 23 of the 43 total tennis courts in Brentwood would be eliminated with the permanent closing of this facility. Of the 23 courts lost, 12 were indoor. There are no indoor pickleball courts (on a proper pickleball surface) in the area, despite overwhelming demand.

**2. QUESTION: Why should the City of Brentwood be involved in building an indoor racquet facility for its residents?**

**ANSWER:** Tennis and pickleball are some of the most popular individual sports in the world and great forms of exercise and recreation. Tennis is a sport that has transcended age groups and is enjoyed by children through senior citizens of both genders for decades. Pickleball is a new sport that is gaining tremendous popularity and participation as the learning curve to play is significantly lower than most other racquet sports. The game is well suited for players of all ages and skill demographics. [More than 23.6 million people](#) played tennis and 36.5 million played pickleball in the United States in 2022. The Brentwood, Tennessee zip code, 37027, is listed as one of the top-ten largest group of tennis players in the United States according to The United States Tennis Association (USTA). Brentwood also has the highest number of tennis players in a single zip code in Tennessee according to the USTA. According to the National Parks and Recreation Association (NPRA), public parks have traditionally been the epicenter of tennis in the United States. In fact, 70 percent of all tennis is played at public facilities. The appeal of tennis goes across all demographic and socioeconomic groups.

**3. QUESTION: What is the cost to taxpayers in Brentwood for an indoor racquet facility?**

**ANSWER:** The cost to build an indoor racquet facility on land already owned by the City of Brentwood at Crockett Park is estimated at \$10-12 million. Tennis and pickleball are self-funding sports. Both sports generate enough net revenue, after all costs, to pay for the facility and generate future positive net proceeds.

Uniquely, the proposed indoor racquet facility is a “self-paying” facility. This means that taxpayer dollars will be used up front, but the tax dollars will be effectively “paid back” by the revenue that is brought in by the facility. Players will pay fees to play in the indoor facility that are comparable with other public facilities in the area. The research shows that the indoor racquet facility could be “paid off” in 12-16 years, depending on how the facility is run. After the indoor facility is “paid off”, the revenue generated can be used for other needs or amenities in the City of Brentwood. This is a new concept for our City, as we have no building or service that, effectively, fully pays for itself. Brentwood does have experience running Ravenswood Mansion and Cools Springs House as successful event venues as a source of revenue for our City. Even though these properties bring revenue, they do not fully pay for their maintenance and up-keep. This is similar to our Parks department that brings in revenue to off-set costs but does not cover all costs with Park fees. The proposed indoor racquet facility will

comprehensively pay for itself through the revenue it will generate. It will also generate enough revenue to pay for renovations, updates, and maintenance issues.

**4. QUESTION: How much annual profit will this indoor racquet facility generate?**

**ANSWER:** Based on verifiable research, the conservative estimate for profit is over \$600,000 per year. This number is the basis for the Pro Forma and all subsequent data. BUT, with the expectation of high demand from players and Brentwood's history of excellence in management, the annual profit could easily be \$737,000, or more, per year.

**5. QUESTION: How will the City account for maintenance and future building costs?**

**ANSWER:** The City may set up the new indoor racquet facility as an "Enterprise Fund" which is a self-sustaining operation under the umbrella of the City.

The routine maintenance costs are in the financial analysis and are paid for by the revenue generated by the facility. Future replacement of the structure costs is also accounted for in future revenue and cost analysis.

Once the building is paid for, all excess revenues may be able to be applied to other needs in the City.

**6. QUESTION: Can the City of Brentwood afford to build and manage an indoor racquet facility for tennis and pickleball?**

**ANSWER:** The City of Brentwood is a financially healthy city. Brentwood has a reserve fund of \$56 million and total debt of only \$34 million. The City of Brentwood has MANY funding options because of the financial health of the City. This project is a self-funding project.

**7. QUESTION: Which residents of Brentwood benefit from an indoor racquet facility?**

**ANSWER:** All Brentwood property owners benefit from excellent city-supported parks and sports activities. Brentwood has a wonderful park system supporting many sports activities for its residents including softball, baseball, soccer, lacrosse, flag football, mountain biking, trail walking/running, etc. Our excellent recreational offerings help make Brentwood such a desirable place to live. Brentwood was just recognized in a study conducted by Wallet Hub (October 2, 2023) as the #3 Top Small City in the Country based on population of under 100,000. The indicators in the study were: economic health of the City, education, health, quality of life, and safety.

**8. QUESTION: Is the City just developing a private club for tennis and pickleball players?**

**ANSWER:** According to the National Parks and Recreation Association (NPRA), public parks have traditionally been the epicenter of tennis in the United States. In fact, 70 percent of all tennis is played at public facilities. The appeal of tennis and pickleball goes across all demographic and socioeconomic groups. Brentwood is not providing a private racquet club, but a public facility that is open to all Brentwood residents. It will be self-supported and self-funded by those who choose to participate. The youth and seniors in Brentwood could greatly benefit from this public facility.

**9. QUESTION: Why should residents and taxpayers who do not participate in racquet sports help pay for an indoor racquet facility with their tax dollars?**

**ANSWER:** Not all residents of Brentwood use all amenities in Brentwood, yet their taxpayer dollars go to help fund these amenities. Indoor racquet sports across the US have demonstrated that they generate revenue to pay for the building and the costs of operations. Brentwood, and other cities, routinely provide recreational and sports activities for the benefit of residents. Not all residents participate directly in each activity, but all residents benefit from property values that recognize the increased quality of life in the community.

**10. QUESTION: Does Brentwood have any experience managing an indoor racquet facility?**

**ANSWER:** Brentwood does not have direct experience in managing an indoor racquet facility. However, Brentwood has an excellent track record of city-run departments (Library, Police, Fire, Public Works, etc.) that are recognized by its citizens (and people outside of Brentwood) as exceptional and high-quality. This demonstrated leadership and excellent management will serve as the foundation for selecting, hiring, and managing expert racquet sports staff and leadership. Brentwood has a strong Parks Department that is fully engaged and understands all aspects of recreation activities in our community. Several members of the Parks Department attended almost every meeting of the Ad Hoc Committee and have been fully and positively engaged in the research into the potential indoor racquet facility.

**11. QUESTION: Could Brentwood partner with Williamson County to build and manage an indoor racquet facility?**

**ANSWER:** The Williamson County Parks and Recreation Department (WCPR) presented a consideration for partnership in March 2023 to the City of Brentwood. Much discussion and activity has occurred surrounding a potential partnership. The City's Ad Hoc Racquet Committee also met with the County to consider this option for a partnership with the County on August 29, 2023. On August 30, 2023, Williamson County Parks and Recreation Department formally withdrew this partnership option away from the City of Brentwood.

**12. QUESTION: How will Brentwood pay for an indoor racquet facility?**

**ANSWER:** In the 2023 budget year, the Brentwood City Commission set aside \$6 million for a potential racquet facility. The additional costs of building the facility can be funded several different ways within the City's budget, including borrowing (and paying back) from funds that already exist in reserve. Brentwood's financial health allows many options for possible funding. The indoor racquet facility is capable of producing a net positive revenue after all costs are paid. This project should be self-funding without an increase in taxes for Brentwood residents. Once paid for, the indoor racquet facility should generate positive net cash flows for the City of Brentwood each year, while still saving money for future renovations and repairs on the facility.

**13. QUESTION: Why does Brentwood need to do its own due diligence?**

**ANSWER:** Proper due diligence is always prudent when elected officials are looking at taxpayer dollars for any use. The City of Brentwood has a history of doing effective due diligence. This is one of the reasons why the City is financially healthy. It is prudent to thoroughly evaluate any spending of taxpayers' dollars with effective due diligence. Usually, the City gets consultative services from outside companies on any project of significant size.



**14. QUESTION: Why has there been so much conversation over the discussion of an indoor racquet facility?**

**ANSWER:** Until now, Brentwood elected officials have not yet had the opportunity to consider a “self-funded” City project. Any new concept requires an objective and detailed analysis to fully understand all aspects of a project. The majority of the Brentwood City Commission appointed a volunteer, citizen-led committee with specific expertise (including an attorney; tennis professional and facility operator; pickleball expert; business executives, founders, and owners; members with non-profit expertise; and members deeply rooted in the Brentwood Community.) This committee was asked to evaluate all information and present that information to the City Commission so that the City Commission could make an informed decision. This comprehensive information is now available to the public in this report.

**15. QUESTION: Why is looking at an indoor racquet facility even an issue in Brentwood?**

**ANSWER:** The most critical impact of the loss of 23 courts at the YMCA is the loss of 12 indoor courts. Further, there are no indoor pickleball courts (on a proper pickleball surface) in the area despite overwhelming demand. Outdoor pickleball courts are at capacity, and much the same as tennis, outdoor pickleball courts are impacted by weather in the summer (heat) and winter (wind/precipitation). The demand for tennis and pickleball exceeded the supply for these sports before the closing of the YMCA at Maryland Farms. Once the temporary facility at Maryland Farms (now operated by Williamson County Parks and Recreation) is no longer functioning, the demand for tennis and pickleball will far exceed the supply.

**16. QUESTION: Are Brentwood Youth on waiting lists for tennis or pickleball?**

**ANSWER:** Yes, all three tennis facilities in Brentwood have a waiting list for Youth. Other area tennis facilities outside the Brentwood City limits also have waiting lists for Youth (and adults). A Brentwood-owned and managed racquet facility will have “priority” playing time for Brentwood Youth. While youth programs for pickleball are not as mature as tennis, pickleball has been adopted by the area high schools as a club sport and players under the age of 24 are the fastest-growing segment of the pickleball community.

**17. QUESTION: Why are private investors not stepping up to support an indoor racquet facility?**

**ANSWER:** An influx of new residents has been moving to Tennessee as a desirable location to work and raise families. High property values in Brentwood make it extremely difficult for private investors to buy land in Brentwood to build indoor tennis and pickleball facilities.

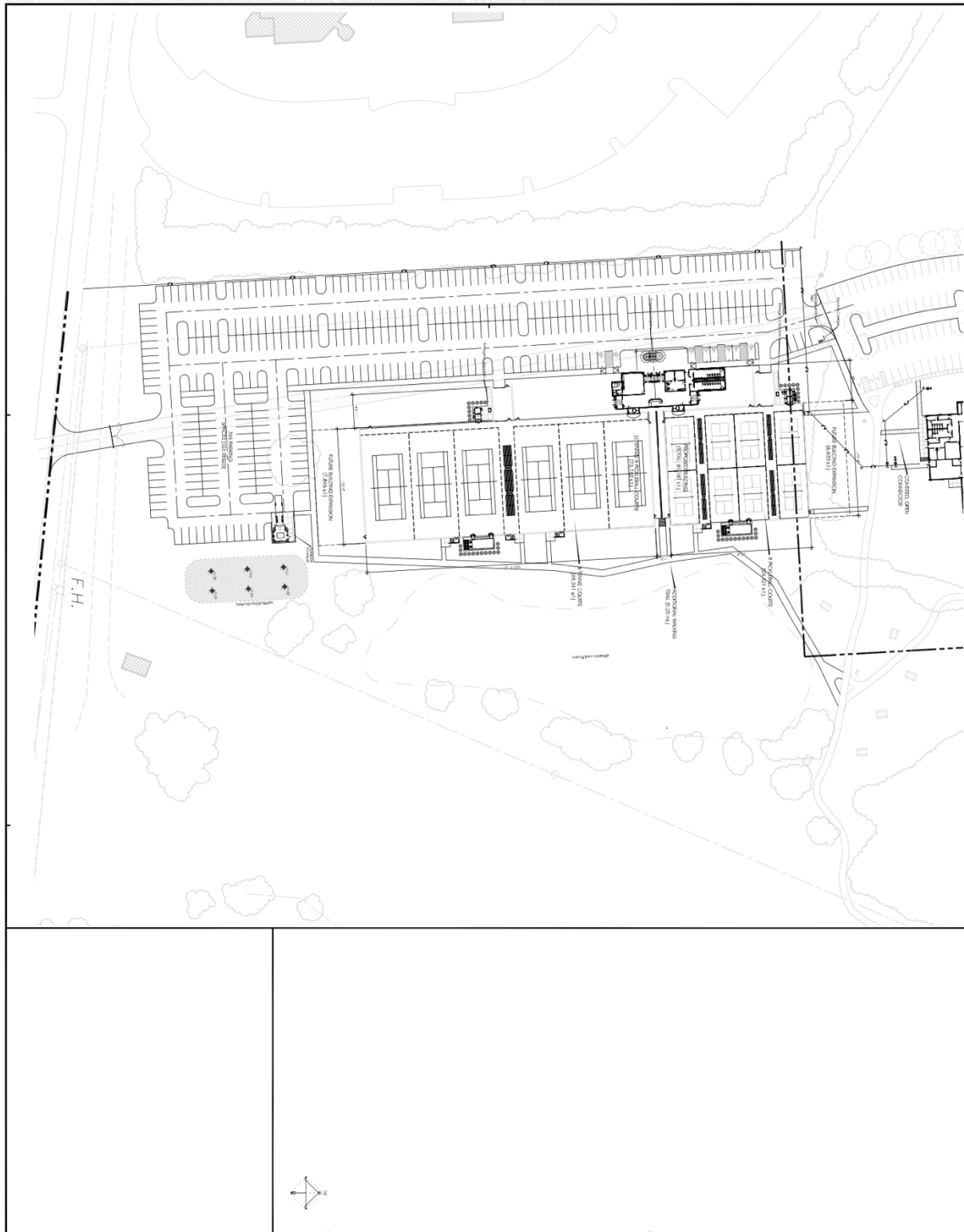
**18. QUESTION: What if tennis and pickleball go out of favor with residents of Brentwood?**

**ANSWER:** The Indoor Racquet Facility is being designed with future flexibility in mind. The space can be easily converted into a space that could house many different functions for many different groups of people: turf sports, competitive indoor sports like cheer and dance, etc.

**Financial Information (Pro Forma)**  
Brentwood Racquet Facility Ad Hoc Committee

	Tennis	Pickleball	Total
Number of Courts	6	8	14
Playable SqFt	43,200	19,200	62,400
	Tennis	Pickleball	Total
Open Play / Walk In	\$ 122,688.00	\$ 193,920.00	\$ 316,608.00
Lessons/Clinics	\$ 138,024.00	\$ 72,720.00	\$ 210,744.00
Head Pro Lessons	\$ 40,896.00	\$ -	\$ 40,896.00
Reservations	\$ -	\$ 174,489.60	\$ 174,489.60
Junior Program	\$ 490,752.00		\$ 490,752.00
Contract Time	\$ 143,136.00	\$ -	\$ 143,136.00
Leagues / Premium Play Sessions	\$ 92,016.00	\$ 213,312.00	\$ 305,328.00
Tournaments	\$ 46,008.00	\$ 57,600.00	\$ 103,608.00
<b>TOTAL REVENUE</b>	<b>\$ 1,073,520.00</b>	<b>\$ 712,041.60</b>	<b>\$ 1,785,561.60</b>
	Tennis	Pickleball	Total
Electric	\$ 68,810.00	\$ 29,490.00	\$ 98,300.00
Natural Gas	\$ 24,640.00	\$ 10,560.00	\$ 35,200.00
Water	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00
Communications	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00
Maintenance	\$ 35,000.00	\$ 15,000.00	\$ 50,000.00
Facility Manager	\$ 60,000.00	\$ 60,000.00	\$ 120,000.00
Facility Staff	\$ 85,200.00	\$ 85,200.00	\$ 170,400.00
Supplies	\$ 10,000.00	\$ 10,000.00	\$ 20,000.00
Tennis / Pickleball Directors	\$ 120,000.00	\$ 120,000.00	\$ 240,000.00
Tennis / Pickleball Staff	\$ 206,524.80	\$ 70,000.00	\$ 276,524.80
Tournament Costs	\$ 9,201.60	\$ 40,320.00	\$ 49,521.60
<b>TOTAL EXPENSES</b>	<b>\$ 625,876.40</b>	<b>\$ 447,070.00</b>	<b>\$ 1,072,946.40</b>
	Tennis	Pickleball	Total
Revenue	\$ 1,073,520.00	\$ 712,041.60	\$ 1,785,561.60
Expenses	\$ 625,876.40	\$ 447,070.00	\$ 1,072,946.40
Net Revenue	\$ 447,643.60	\$ 264,971.60	\$ 712,615.20
Margin %	42%	37%	40%
	Tennis	Pickleball	Total
Future Structure Replacement	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00
Net Revenue less Future Structure Replacement	\$ 397,643.60	\$ 214,971.60	\$ 612,615.20
	Tennis	Pickleball	Total
Revenue (per playable SqFt)	\$ 24.85	\$ 37.09	\$ 61.94
Expenses (per playable SqFt)	\$ 14.49	\$ 23.28	\$ 37.77
Net Revenue (per playable SqFt)	\$ 10.36	\$ 13.80	\$ 24.16
Margin %	42%	37%	39%
	Tennis	Pickleball	Total
Revenue (per court)	\$ 178,920.00	\$ 89,005.20	\$ 267,925.20
Expenses (per court)	\$ 104,312.73	\$ 55,883.75	\$ 160,196.48
Net Revenue (per court)	\$ 74,607.27	\$ 33,121.45	\$ 107,728.72
Margin %	42%	37%	40%
	Tennis	Pickleball	Total
Revenue (per court hour)	\$ 52.50	\$ 27.81	\$ 80.31
Expenses (per court hour)	\$ 30.61	\$ 17.46	\$ 48.07
Net Revenue (per court hour)	\$ 21.89	\$ 10.35	\$ 32.24
Margin %	42%	37%	40%

**Facility Renderings**  
Brentwood Racquet Facility Ad Hoc Committee



Cooo			MASTER PLAN - SCHEME #1008	
			OVERALL SITE PLAN	
DATE:	08.17.03	REVISIONS:		
JOB NO.:	20014.00			
DR. BY:	D.			
CHK. BY:	BS			
FILE NAME:	20014.00-000-020000			
<small>           ALL DIMENSIONS ARE IN FEET AND INCHES.            UNLESS OTHERWISE NOTED, ALL DIMENSIONS ARE TO FACE.            UNLESS OTHERWISE NOTED, ALL DIMENSIONS ARE TO CENTERLINE.         </small>				

A NEW FACILITY

**TENNIS/PICKLEBALL CENTER @**

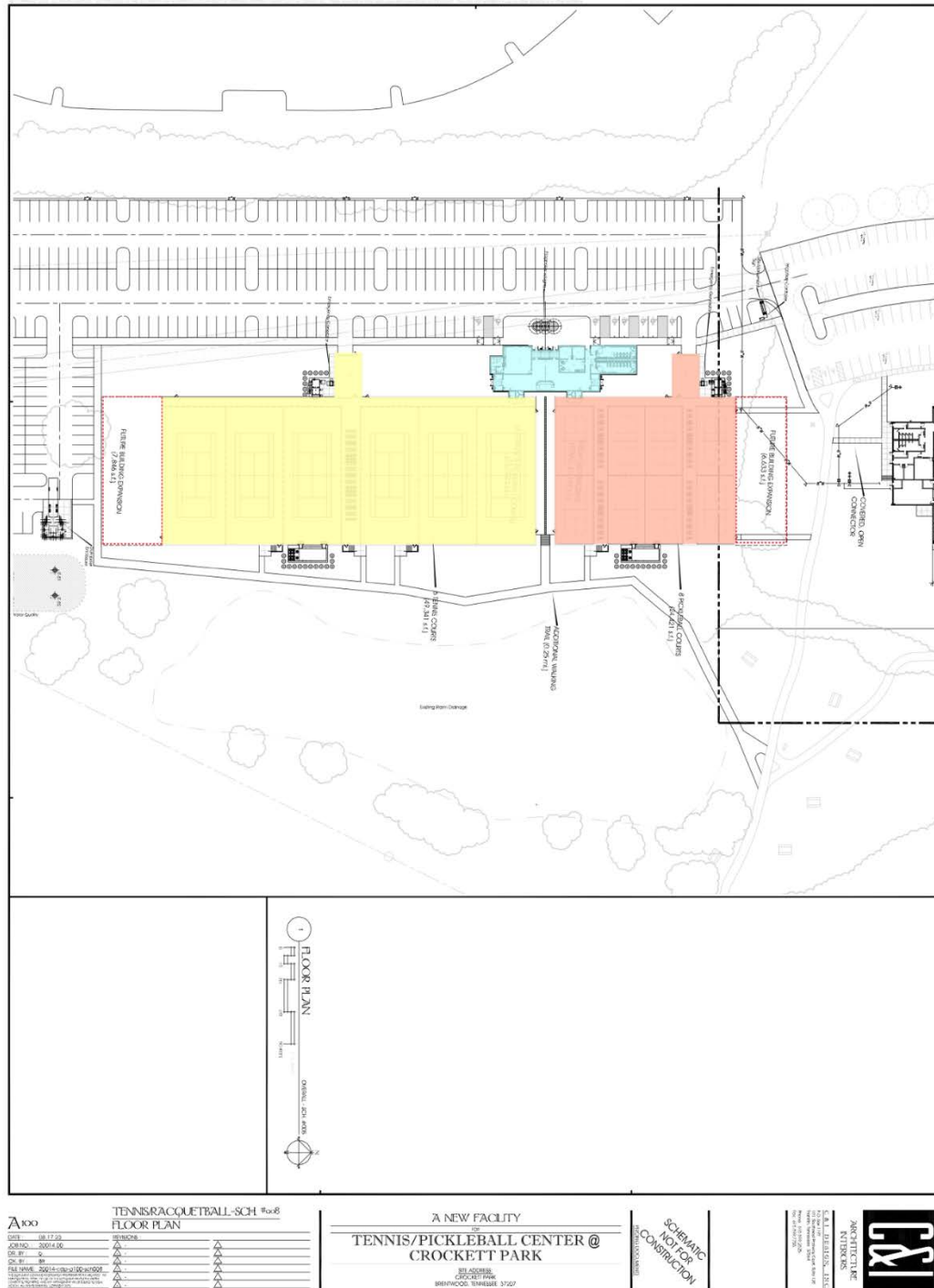
**CROCKETT PARK**

SITE ADDRESS:  
 CROCKETT PARK  
 BRENTWOOD, TENNESSEE 37027

SCHEMATIC  
 NOT FOR  
 CONSTRUCTION

C. & J. ARCHITECTS  
 INTERIORS  
 1010 N. HUNTER STREET, SUITE 100  
 MEMPHIS, TENNESSEE 38103  
 PHONE: 901.596.0000  
 FAX: 901.596.0001  
 WWW.CJARCHITECTS.COM

**Color Legend: Yellow is Tennis; Peach is Pickleball; Teal is Welcome Building; Red-dash boxes are Expansion areas**



## **Committee Biographical Information**

### **Brentwood Racquet Facility Ad Hoc Committee**

#### Garry Latimer, Chair

Garry Latimer is Founder and Chief Executive Officer of Cancer Diagnostics of America. Mr. Latimer has extensive senior healthcare management experience, responsible for operations, sales growth, mergers and acquisitions in the clinical laboratory industry for over 35 years. He was Executive Director of a Healthcare consulting group sponsored by Warburg Pincus in London, England. He served as COO of Hospital Corporation of America's Clinical Laboratory division and was a Co-founder of Laboratory Corporation of America. He was COO of Meridian Corporate Healthcare and CEO and Founder of DiaTech Oncology. Garry and Wendy have lived in Brentwood 31 years, have 3 grown children and 3 grandchildren. Garry has been playing tennis since 7<sup>th</sup> grade and presently plays 3 times/week.

#### Rebecca Martinez, Co-Chair

Rebecca has been an active member of the Nashville Area Ladies Tennis Association (N.A.L.T.A) and United States Tennis Association (U.S.T.A.) since moving to Brentwood with her husband Ernie and their children nearly 20 year ago. In addition to her involvement in the tennis community, she has regularly volunteered or held leadership roles in several Brentwood schools and is currently serving as Vice President of the Brentwood High School Marching Band Boosters. Prior to that, she spent seven years on the Monroe Carell Jr. Children's Hospital at Vanderbilt's Family Advisory Council, three of which were in Chair positions. She's a Girl Scout Troop Leader for Troop #1729, a Certified Tennessee Naturalist, and has been employed at Brentwood Middle School as a Para Professional for the past two years.

#### Shalini Upadhyaya Rose, Secretary

Shalini is a native of Brentwood and attended Lipscomb Elementary, Brentwood Middle, and Harpeth Hall. She received her Bachelor of Science from Washington University in St. Louis where she was also a member of the Varsity Swim Team. She earned her Juris Doctorate degree from the University of Tennessee, College of Law. As an attorney, she has worked in both private practice and for the government at the state and federal levels and has served on several non-profit boards. She is a former Planning Commissioner and a former legal clerk for the City of Brentwood. Shalini's family has been playing tennis for decades in Brentwood. Her children attend Brentwood Middle and Scales and play tennis in local junior programs.

### John Pizzi, Committee Member

John Pizzi is the co-founder and former executive board member of the Franklin TN based Music City Pickleball ([musiccitypickleball.com](http://musiccitypickleball.com)) and has been instrumental in the growth of pickleball in the greater Nashville area. Music City Pickleball, a 501(c)(7) non-profit organization, is one of the largest pickleball clubs/communities in the southeast region. John is the Head of Innovation & Strategic Partnerships for FIS Global, the world's largest financial technology company. Prior to FIS Global, John was CEO of private equity technology startup BaseVenture (acquired by FIS Global) and the President & COO of mobile banking and payments startup mFoundry (acquired by FIS Global). John resides in Brentwood TN with his three children and is an avid pickleball and tennis player.

### Andy Veal, Committee Member

Long time Brentwood resident looking to help the city expand its tennis and pickleball offerings to the community. Originally from Sussex, England, Andy represented England in international play as a junior and was a three-time College All American tennis player in the US. Graduating Magna Cum Lauda from Lander University, Andy played briefly on the professional circuit before becoming a Teaching Pro and subsequently a Club Manager and Director of Tennis. He is a certified Elite USPTA Professional, a Master PTR Professional specializing in Performance Players, and has been Tennessee Coach of the year for High School, USPTA, and PTR in recent years. Andy has over 30 years of managing tennis facilities and brings a wealth of knowledge and expertise to the committee.

### Natasha Green, Park Board Representative

Native to Nashville, TN.

Graduate of Tennessee State University in 1995 BS Computer Science. Moved to Franklin, TN in 2005 later moved to Brentwood, TN in 2017. 2 sons, both graduated from Brentwood High School in 2015 and 2023.

State of Tennessee employee working as a Software Developer (Oracle/Peoplesoft-HCM).

City of Brentwood board member:

- Environmental Advisory Board
- Park Board
- Friends of the Brentwood Library

Volunteer on the Davidson County Foster Care Review Board

Active member of:

Women in Technology of Tennessee (WITT)

Greater Nashville Technology Council (NTC)

### Allison Spears, Brentwood Commissioner

Allison Spears was elected to the Brentwood City Commission on January 12, 2023. Allison also serves on the Brentwood Historic Commission. A Middle Tennessee native, Allison moved to Brentwood in 2009. She and her husband Martin have three daughters attending Brentwood High. She attended the University of Richmond and has formerly worked in fields of business



consulting, healthcare, book publishing, and education. Allison does not play tennis. She plays pickleball infrequently. Community Involvement: Brentwood High School PTO, President 2023-24; Daughters of the American Revolution, Old Glory Chapter; Forest Hills Baptist Church (active member for over 20 years); Thrive South Nashville Ministry to refugees