SAMPLE PLAN · FICTIONAL BUSINESS

BUSINESS PLAN

Crosswind Indoor Golf, LLC

A six-bay golf simulator and lounge in North Naples, Florida

Prepared to support an SBA 7(a) loan request of $638,000

Prepared for
SBA 7(a) lenders

Prepared by
Marcus and Renee Dale, Owners

Date
October 2026

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$638K	$112K	$957K	2.18x
SBA 7(a) loan request	Owner cash injection	Year 1 projected revenue	Year 1 debt service coverage

SECTION 01

Executive summary

Crosswind Indoor Golf, LLC will open a premium six-bay golf simulator and lounge in North Naples, Florida, in March 2027. Guests rent private bays by the hour to play more than 200 famous courses, practice with tour-level launch-monitor data, take lessons, join leagues and host corporate outings, in a climate-controlled space with a full-service bar and small-plates menu.

Southwest Florida is one of the most golf-focused regions in the country, but outdoor play is limited by summer heat, afternoon storms and peak-season tee-time shortages. Crosswind offers a year-round, weather-proof place to play and practice, and an easy social night out for non-golfers, families and companies.

$638K
SBA 7(a) loan requested

$112K
Owner cash injection (15% of $750K)

$1.31M
Projected Year 3 revenue

31%
Year 3 operating margin (EBITDA)

The opportunity

- **Year-round demand in a golf-first market.** Indoor play removes heat, rain and tee-time limits that cap outdoor golf from May to October.
- **A seasonal surge built in.** Winter residents and visitors lift demand from January to April, while summer leagues, camps and local memberships protect the off-season.
- **Six revenue streams.** Bay rental, memberships, food and beverage, lessons, leagues and corporate events reduce reliance on any one source.

Financial highlights

Projection	Year 1	Year 2	Year 3
Revenue	$957,275	$1,166,955	$1,314,322
EBITDA	$225,365	$336,731	$406,548
Net income	$61,010	$147,685	$203,545
Debt service coverage	**2.18x**	**3.26x**	**3.94x**

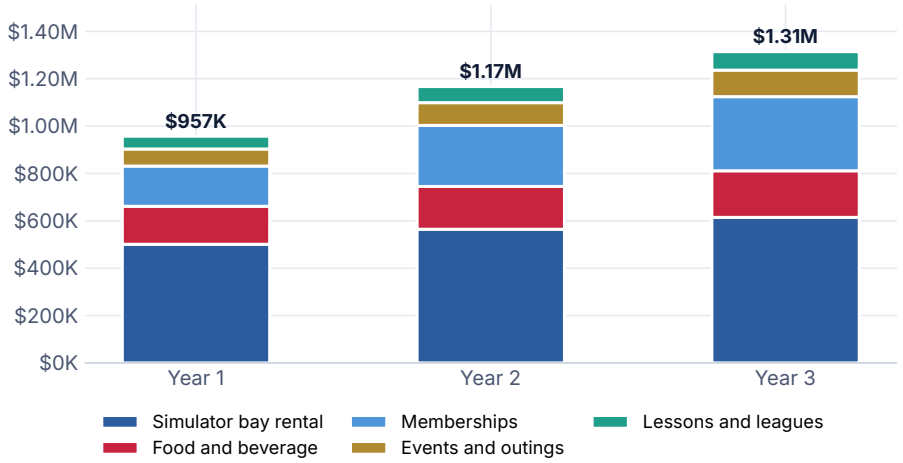


Figure 1. Projected revenue by stream, Years 1 to 3.

Keys to success

- Sell 75 founders' memberships before opening to build early recurring revenue.
- Keep bay utilization above 32% in Year 1 by filling weekday daytime hours with leagues, lessons and seniors' programs.
- Deliver a premium experience: tour-level technology, great food and drink, and hosts who know golf.
- Manage costs tightly through the summer, with staffing matched to bookings.

Milestones achieved

- Florida LLC formed and EIN obtained
- Letter of intent signed for a 4,500 sq ft space in North Naples
- Simulator vendor quote and installation schedule received
- Owner equity of $112,000 deposited in the business account

SECTION 02

Company description

Business overview

Crosswind Indoor Golf, LLC is a new Florida limited liability company owned by Marcus Dale (60%) and Renee Dale (40%). The company will lease approximately 4,500 square feet in a busy North Naples shopping center with ample parking, close to gated communities, offices and hotels.

Mission

To make golf accessible, social and year-round in Southwest Florida, with a premium experience that brings golfers back every week.

Vision

To become Naples' favorite place to play, practice and gather, and to open a second location in Bonita Springs within five years.

Values

- **Hospitality first:** every guest is greeted, guided and thanked.
- **Better golf:** real data, real coaching, real improvement.
- **Community:** leagues, juniors and charity events that bring people together.

Company at a glance	
Legal name	Crosswind Indoor Golf, LLC
Structure	Florida LLC, taxed as a partnership
Status	New business (startup)
Industry	Golf: simulator and indoor golf
Location	North Naples, Collier County
Facility	4,500 sq ft: 6 bays, bar, lounge, event area
Hours	10 am to 11 pm, 7 days a week
Season	Year-round, busiest January to April
Food and drink	Full bar and small-plates menu
Opening target	March 2027
Team at opening	4 full-time, 8 part-time

Location and lease

The proposed space (letter of intent) is an end-cap unit with 18-foot ceilings, needed for full golf swings, and 160 shared parking spaces. Lease terms: 10 years with two 5-year renewal options, $32 per square foot plus common-area charges, 4 months of free rent during build-out, and a $40,000 tenant improvement allowance.

Company background

Crosswind began with a simple observation from the owners' own experience. Marcus spent fifteen years running food and beverage operations for a Southwest Florida resort, where guests constantly asked where they could play golf when it was too hot, too wet or too crowded to get a tee time. Renee spent six years as membership director at a private golf club and saw the same demand from members who wanted to practice year-round. In 2026 the owners formed Crosswind Indoor Golf, LLC to build the kind of place they kept being asked about: a premium indoor golf facility with a real lounge.

Business model

Crosswind earns money from six sources that support each other. Bay rental and memberships bring golfers in; food and beverage, lessons, leagues and events raise what each guest spends per visit. Memberships are billed monthly, which gives the business steady income even in the slower summer months.

Why North Naples

The trade area has higher household incomes and home values than the county as a whole, a large population of active golfers and a seasonal surge every winter. The site sits between gated golf communities, office parks and hotels, so it can draw residents, workers and visitors in a short drive.

Legal structure

The company is a Florida limited liability company taxed as a partnership. Profits pass through to the owners' personal tax returns. An operating agreement sets out ownership, decision-making and what happens if an owner leaves. Both owners will personally guarantee the loan.

Current status

The LLC is formed, the letter of intent for the space is signed, simulator and contractor quotes are in hand, and the owners' $112,000 equity is deposited. Remaining steps before opening are loan closing, the signed lease, permits, build-out and hiring (Section 11).

Goals for the first three years

- Open on schedule in March 2027, on budget
- Reach 120 members by the end of Year 1 and 175 by Year 3
- Hold a Google rating of 4.7 stars or higher
- Keep debt coverage above 2.0x every year

Community involvement. Crosswind will host charity long-drive and closest-to-the-pin events, give free clinic time to local high school golf teams, and partner with junior golf programs. These events build goodwill and bring new families through the door.

Name and brand: "Crosswind" reflects the steady Gulf breeze golfers play through in Southwest Florida. The name, logo and website domain have been secured.

SECTION 03

Products, services and pricing

Offering	Description	Price
Bay rental	Private bay for up to 6 players: 200+ courses, practice range, skills games	$45 off-peak to $65 peak, per hour
Memberships	Two hours of bay time a week, priority booking, member pricing and events	$149 per month
Lessons and clinics	PGA-certified instruction with swing video and ball-flight data	$85 per lesson; 5-pack $375
Leagues	8-week winter and summer leagues for teams of 2 to 4	$240 per player
Junior programs	Summer camps and after-school clinics for ages 8 to 16	$195 per week
Events and outings	Corporate parties, birthdays and charity tournaments with food packages	From $600
Food and beverage	Craft beer, wine, cocktails and a small-plates menu served bay-side	Avg $18 per guest
Club fitting and pro shop	Launch-monitor fittings, grips, balls and gloves	Fitting $95

How golfers will pay

- Hourly bay rental, booked online or at the front desk
- Monthly memberships on automatic billing
- Lessons and clinics in single sessions or packages
- League fees paid up front each season
- Event deposits of 50% at booking
- Food and drinks on a bay tab, closed at checkout

What makes the offering different

Most local options are either outdoor ranges that close at dusk or older simulators without food or drink. Crosswind combines tour-level technology, private bays and a real lounge, so a visit works as practice, a lesson, a date night or a company event.

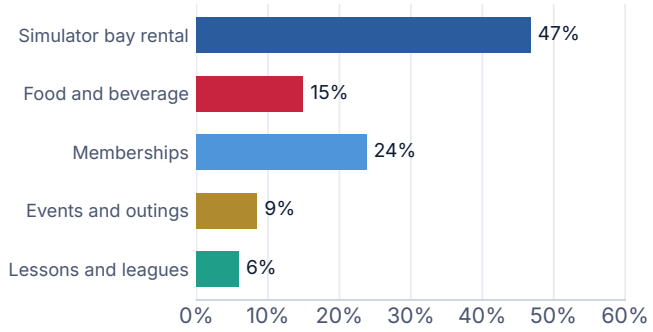


Figure 2. Year 3 revenue mix by stream.

Recurring revenue. Memberships alone are projected to bring in $312,987 a year by Year 3, about 24% of total revenue, billed automatically every month.

Pricing strategy

Crosswind prices between the low-cost local simulator and the large golf entertainment venue. Peak pricing (evenings, weekends and January to April) captures the busiest demand, while lower off-peak pricing fills weekday mornings and summer afternoons. Members get a set amount of bay time each week plus discounts on food, lessons and events, which rewards loyalty and smooths out the seasons. Prices will be reviewed every year and are planned to rise about 3% a year.

A typical visit

A group of four books a peak hour online for $65. They order two rounds of drinks and a shared appetizer at about $18 per person, and one golfer books a follow-up lesson. That single visit brings in about $137 before the lesson, and the post-visit email invites them to join as members.

Future products

- Corporate wellness and team-building packages
- Winter-resident league passes sold through HOAs
- Branded apparel and gift cards
- Additional bays in Year 3 if demand supports it

Membership benefits

Benefit	What members get
Bay time	Two hours of bay time every week, booked up to 14 days ahead (7 days for non-members)
Savings	10% off food and drink, 15% off lessons, clinics and league fees
Community	Monthly member tournaments, closest-to-the-pin contests and guest passes
Data	Personal swing history and progress reports stored in the simulator app

SECTION 04

Industry overview

40M+
U.S. on-course and off-course golfers

Fast
Off-course golf is among the fastest-growing segments

Year-round
Indoor play is unaffected by weather or daylight

Social
Food, drink and events turn golf into a night out

Industry trends

- **Technology:** launch monitors once used only by tour players are now affordable for public facilities, making simulator play realistic and data-rich.
- **New players:** beginners, women, juniors and young professionals often try golf first in a social, low-pressure setting.
- **Golf entertainment:** venues that combine golf with food, drink and events have shown that guests will pay premium prices for the experience.
- **Practice culture:** serious golfers increasingly practice with data, using simulators for lessons and club fitting.

Florida and Southwest Florida

Florida has more golf courses than any other state, and Naples is widely known as one of the most golf-dense areas in the country. A large seasonal population of retirees and winter residents creates strong demand from January to April, when local courses are crowded and tee times are hard to get. In summer, high heat and daily storms push golfers indoors.

Industry risks

- New competitors as indoor golf grows in popularity
- Technology changes that may require equipment upgrades every 5 to 7 years
- Discretionary spending that can slow in an economic downturn

How the industry works

Off-course golf falls into three main formats. **Golf entertainment venues** are large, multi-level sites built around food, drink and games, with high build costs and regional draw. **Indoor simulator centers** are smaller, with private bays, and focus on practice, play, leagues and lessons. **Driving ranges** are outdoor and low-cost, but depend on daylight and weather. Crosswind is a simulator center with a stronger food, drink and events offer than most, which places it between these formats.

Key success factors

- **Location** within a short drive of golfers with time and income
- **Quality technology** that feels realistic and gives useful data
- **Utilization** of weekday daytime hours, not just evenings
- **Recurring revenue** from members and leagues
- **Hospitality** that turns a first visit into a habit

Industry outlook

Technology costs keep falling while realism improves, and more people are trying golf for the first time in social settings. Industry research points to continued growth in off-course participation, with the strongest results at venues that combine golf with hospitality.

> **What this means for Crosswind**
>
> The industry is moving toward exactly the model Crosswind is built on: realistic technology, private bays and a social experience. The main industry risks (new competitors, equipment upgrades and slower spending in a downturn) are addressed in Section 19.

Who plays golf today

Golfers are no longer only older men at private clubs. Women, juniors and players in their twenties and thirties are a growing share of new players, and many of them start at off-course venues before ever playing a full round. Simulator centers attract both the dedicated golfer who wants to practice and the beginner who wants a relaxed, fun way to learn. This wider customer base is why Crosswind combines serious technology with a social lounge.

Golf in Florida's economy

Golf is a major part of Florida's tourism and real estate economy. Many communities in Collier County are built around golf courses, and golf is a key reason winter residents choose the area. That makes golf a stable, long-term source of demand in the trade area rather than a passing trend.

SECTION 05

Local market research

Crosswind will draw most guests from North Naples and the surrounding area, plus seasonal residents and visitors from across Collier and southern Lee counties.

Demographics	Collier County	Florida
Population	395,000	22,600,000
Households	165,000	8,900,000
Median household income	$82,000	$69,000
Median age	51	43
Median home value	$520,000	$390,000
Median monthly rent	$2,050	$1,700
Population growth (5 years)	9.2%	7.5%

Golf demand in the area

- Collier County is home to dozens of public and private golf courses (more than 90).
- Many communities are built around golf, and golf is a major reason winter residents choose the area.
- Private club waiting lists and peak-season tee-time shortages push golfers to alternatives.

Seasonal population

The area's population grows by an estimated 25% to 30% from January to April with winter residents (snowbirds) and visitors. Many are avid golfers with time and income to play several times a week.

Weather and seasonality

Season	Avg high	Rain	Outdoor golf
Jan to Apr	75 to 85°F	Low	Peak, crowded
May to Sep	88 to 92°F	Daily storms	Hot, limited
Oct to Dec	78 to 86°F	Moderate	Building

Hurricane season runs June 1 to November 30. Summer heat and storms push golfers indoors, while winter crowds make tee times hard to get.

Market trends

- Steady population growth and new housing in North Naples
- Growing interest in indoor and social golf
- Strong demand for corporate and group events

> **What the data tells us**
>
> Incomes and home values in Collier County are well above the state average, so residents can afford regular recreation. The older median age fits the core golfer profile, steady growth means the customer base is expanding, and seasonal residents and visitors add demand every winter.

Location advantages

- Visible end-cap unit with signage on a major road
- 160 shared parking spaces and easy access
- Within 10 minutes of 20+ gated golf communities
- Near offices, hotels and restaurants for after-work and event traffic
- Anchor tenants bring steady daily foot traffic
- No other indoor golf venue within 4 miles

Daytime population: the trade area also has a large daytime workforce in nearby offices, medical centers and retail, which supports lunch-hour practice, after-work leagues and corporate events.

Who is in the market

Group	Why they fit Crosswind
Year-round residents	Active golfers who want to keep playing and practicing through the hot, stormy summer
Winter residents	Avid golfers with time and income who arrive January to April, when tee times are hardest to get
Visitors and tourists	Golf-minded travelers looking for something to do on rainy days and evenings
Local businesses	Offices, medical practices and real estate firms planning team events and client outings

Growth in North Naples: new homes, offices and shopping centers continue to open near the site, adding residents and workers within a short drive every year.

SECTION 06

Target customer analysis

Crosswind serves five main customer groups. The profiles below guide pricing, programming and marketing.

CORE CUSTOMER

The year-round local golfer

Ages 35 to 65, household income $100K+, plays 2 to 4 times a month outdoors. Wants to practice with data and play in summer without the heat.

Spends: membership plus food and drink, about $210 a month. **Visits:** weekly.

SEASONAL SURGE

The winter resident

Ages 60 to 78, retired, in Naples January to April. Plays often, loves leagues and social golf, brings visiting friends and family.

Spends: leagues, bay time and dining, about $320 a month in season. **Visits:** 2 to 3 times a week.

HIGH VALUE

The corporate host

Office managers and business owners within 10 miles planning team events, client outings and holiday parties.

Spends: $600 to $3,500 per event. **Visits:** 2 to 4 events a year.

GROWTH

The social group and beginner

Ages 25 to 45, friends, couples and families, many new to golf. Want a fun night out with food, drinks and games.

Spends: about $45 per person per visit. **Visits:** monthly.

FUTURE CUSTOMERS

Juniors and their parents

Ages 8 to 16 in summer camps, after-school clinics and junior leagues, building the next generation of members.

Customer segments

Segment	Share of Year 1 revenue	Busiest times	How we reach them
Local golfers and members	38%	Weekday evenings, weekends	Google, Instagram, club partnerships
Winter residents	24%	Weekday daytime, Jan to Apr	HOA newsletters, community events
Social groups and families	20%	Evenings and weekends	Social media, reviews, local events
Corporate events	13%	Weekday late afternoons, December	Direct sales, Chamber of Commerce
Juniors	5%	Summer, after school	Schools, youth sports, parents

How customers decide

1. **Search:** golfers search "indoor golf Naples" or hear about Crosswind from friends, their HOA or their club.
2. **Check:** they look at photos, reviews and prices online.
3. **Try:** they book a first visit, often with a group or for a special occasion.
4. **Return:** a great experience and a follow-up offer bring them back and lead to membership.

Keeping customers coming back

Each visit is tracked in the booking system. Guests receive their swing stats by email, members get priority booking and member-only events, and league play gives players a reason to come every week. The goal is for more than a third of first-time guests to return at least three times in Year 1.

> **Why this matters**
>
> Different customers fill different hours. Retirees and winter residents fill weekday daytime bays, working golfers fill evenings, families fill weekends and corporate groups fill late afternoons and December. Serving all five groups is how Crosswind keeps bays booked across the whole week and the whole year.

Ongoing customer research: after opening, Crosswind will survey members twice a year and track which customer groups book which hours, so programs and pricing can be adjusted to what customers actually do.

Accessibility: the facility will be fully ADA accessible, with adaptive-golf sessions offered for golfers with disabilities, opening Crosswind to another underserved group.

What customers value: based on the owners' years in local hospitality and golf club operations, golfers in the area value a convenient location, quality equipment, easy online booking and a comfortable place to relax with friends after they play. They also want flexible times, since many work during the day or travel part of the year, which is why Crosswind will be open late seven days a week.

SECTION 07

Competitive analysis

The local market has outdoor courses and ranges and a small number of indoor options. None combine premium simulators, memberships and a full lounge in North Naples.

Competitor	Type	Distance	Price	Strengths	Weaknesses
Competitor A	Indoor golf, 3 bays	4.2 mi	$40/hr	Low prices	Dated simulators, no food or bar
Competitor B	Outdoor driving range	2.8 mi	$12/bucket	Established, large range	Weather-dependent, closes at dusk
Competitor C	Golf entertainment venue	14 mi	$70+/hr	Strong brand, large venue	Long drive, crowded, high prices
Competitor D	Public golf courses	Various	$60 to $150	Real course experience	Tee-time shortages, heat, 4+ hours

Competitive advantages

- Tour-level launch monitors and private bays
- Full bar and food make it a destination, not just a practice stop
- Membership model builds loyalty and recurring revenue
- Open late, seven days a week, in any weather
- 15 minutes or less from most of the area

Barriers to entry

A new competitor would need a suitable high-ceiling space, more than $500,000 in equipment and build-out, a liquor license and time to build a member base.

SWOT analysis

Strengths

- Premium equipment and setting
- Six revenue streams
- Owners' hospitality and finance experience

Weaknesses

- New brand with no operating history
- Fixed capacity of six bays

Opportunities

- Corporate and charity events
- Junior programs and summer camps
- Second location in the future

Threats

- New indoor competitors
- Summer slowdown
- Rising rent and labor costs

How Crosswind will respond to competition

If an existing competitor lowers prices, Crosswind will compete on experience rather than price: better technology, food and drink, and member benefits. If a new indoor golf business opens nearby, Crosswind's members, leagues and corporate relationships will already be in place. The owners will review competitor pricing and reviews every quarter and adjust programs as needed.

Ongoing monitoring: the owners will track new business filings, commercial leases and local news for any new golf venue planned in the trade area.

How Crosswind compares

Feature	Crosswind	Competitor A	Competitor B	Competitor C
Private bays or hitting areas	Yes	Yes	No	Yes
Full bar and food	Yes	No	No	Yes
Open in any weather and after dark	Yes	Yes	No	Yes
Monthly memberships	Yes	No	No	No
Lessons, leagues and junior programs	Yes	Limited	Lessons only	No
Within 15 minutes of North Naples	Yes	Yes	Yes	No

Pricing position. Crosswind's peak price of $65 an hour for up to six players works out to about $11 per person, well below the larger entertainment venue and close to the cost of a bucket of range balls for a group.

SECTION 08

Marketing and sales plan

Strategy

Build a loyal member base before opening, fill weekday hours with leagues and programs, and turn first-time social visitors into regulars.

Channels

- **Website and online booking** (live 60 days before opening)
- **Google Business Profile, Yelp and TripAdvisor** for search and reviews
- **Instagram, Facebook and TikTok** with swing tips, events and league highlights
- **Google search ads** for "indoor golf Naples" and related searches
- **Partnerships** with HOAs, country clubs, hotels and golf retailers
- **Direct corporate sales** to employers within 5 miles
- **Email** to members and past guests

Customer journey

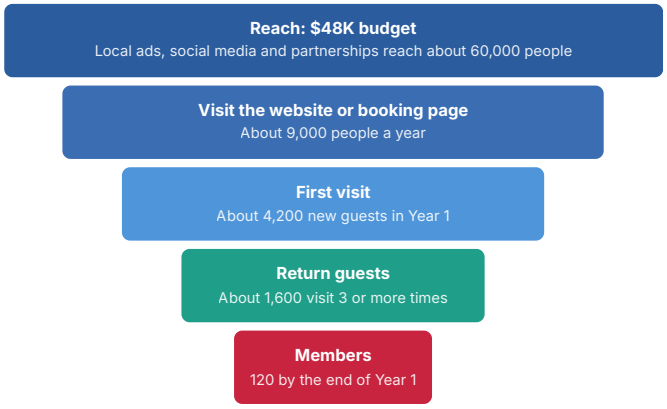


Figure 5. Year 1 marketing funnel (estimates).

Launch plan

When	Activity
90 days out	Founders' membership presale (75 at $129/month for life)
60 days out	Website and booking live; social media launch
30 days out	HOA and country club partner nights
Opening week	Soft opening, then ribbon cutting with the Chamber
First month	Free demo hour for new guests; charity long-drive contest

Membership growth

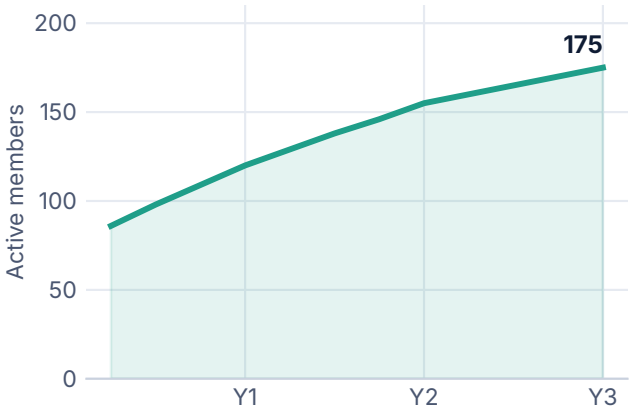


Figure 6. Active members, end of each quarter.

Marketing budget and goals

	Year 1	Year 2	Year 3
Digital ads and social media	$24,000	$22,000	$23,000
Events and sponsorships	$12,000	$12,000	$13,000
Print, signage and promotions	$10,000	$8,000	$8,000
Website, email and booking tools	$6,000	$6,000	$6,000
Total	**$52,000**	**$48,000**	**$50,000**
Goal: new guests	4,200	5,000	5,400
Goal: members at year end	120	155	175
Goal: Google rating	4.7+	4.7+	4.8+

Corporate sales process: Renee will contact office managers and business owners within 5 miles, offer a free hosted demo hour, and follow up with event packages. Each event guest receives a return-visit offer, turning one booking into new individual customers.

Measuring results: every booking records how the guest found Crosswind, so the owners can see the cost of each new guest by channel and move the budget to what works.

SECTION 09

Operations plan

Facility layout (concept)

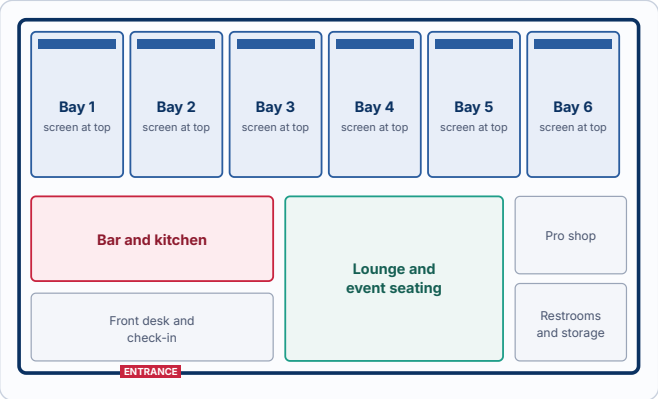


Figure 7. Concept floor plan, 4,500 sq ft (not to scale).

Day-to-day operations

Guests book bays online or at the front desk. A manager is on site during all open hours, supported by bar staff and bay hosts who help guests get started and keep the experience moving. The booking and point-of-sale system tracks utilization, memberships and food sales daily, and the owners review a weekly dashboard.

Hours

Days	Hours
Monday to Thursday	10 am to 10 pm
Friday and Saturday	10 am to midnight
Sunday	10 am to 9 pm

Customer experience

- Online booking with instant confirmation and reminders
- Host greets every group and sets up the bay
- Food and drink ordered from the bay by tablet
- Post-visit email with swing stats and a review request

Equipment and technology: $381,000 in simulators, bar and kitchen equipment, furniture, technology and signage, itemized line by line in Section 13.

Suppliers and technology

- **Simulators:** national launch-monitor provider; 3-year service and software plan
- **Food and beverage:** regional distributors (two quotes each)
- **Software:** bay booking, point of sale, membership billing, accounting (QuickBooks), payroll
- **Security:** cameras, keyless entry and fire monitoring

Licenses, permits and insurance

	Requirement
✓	Florida LLC registration and EIN
✓	Collier County business tax receipt
O	Building permits for build-out
O	Full liquor license (state alcoholic beverage license)
O	Food service license (DBPR)
O	Certificate of occupancy and fire inspection
O	General, liquor liability, property and business interruption insurance

✓ complete · O in progress before opening

Staffing plan

Role	Type	Year 1	Year 3	Pay (est.)
Owners (general management)	Full-time	2	2	Owner salaries in payroll
Operations manager	Full-time	1	1	$55,000 a year
Golf professional	Full-time	1	2	$45,000 plus lesson share
Bar and kitchen staff	Part-time	4	6	$15 to $18 an hour plus tips
Bay hosts and front desk	Part-time	4	5	$14 to $16 an hour
Total team		**12**	**16**	**$290,000 Year 1 payroll**

Staff training

Every team member completes simulator, hospitality and point-of-sale training before opening. Bar staff complete responsible alcohol service training, and the golf professional trains hosts to give basic swing and simulator tips.

Quality control

The owners review guest ratings, bay utilization, average spend and food cost every week. Simulators are calibrated monthly, and any rating under four stars gets a personal follow-up within 24 hours.

Opening and closing: a written checklist covers simulator start-up and calibration checks, bar setup, cash handling, cleaning and security every day, signed off by the manager on duty.

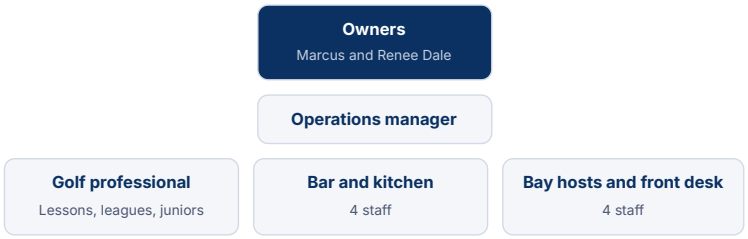
SECTION 10

Management and ownership

Owner	Role	Ownership	Experience
Marcus Dale	Managing member, operations	60%	15 years in hospitality management, including food and beverage operations for a 300-room resort; 12-handicap golfer
Renee Dale	Member, finance and marketing	40%	12 years in marketing and small-business accounting; former membership director at a private golf club

Both owners will work full time in the business. A PGA-certified golf professional will lead instruction, leagues and junior programs. The owners will take modest salaries in Year 1, included in payroll, and increase them as the business grows.

Organization



Professional advisors

Advisor	Role
Certified public accountant	Monthly bookkeeping review, payroll, tax filings and quarterly lender reporting
Business attorney	Lease review, operating agreement and liquor license
Insurance broker	General, liquor liability, property and business interruption coverage
Simulator provider	Installation, staff training and 3-year service plan
SBA lender	SBA 7(a) loan and business banking

Owner commitment. The owners are investing $112,000 of their own cash (15% of the total project) and will personally guarantee the loan.

Roles and responsibilities

Area	Lead	Responsibilities
Daily operations	Marcus	Staffing, scheduling, guest experience, food and beverage, vendors and facility
Finance	Renee	Bookkeeping, payroll, budgets, cash flow, lender reporting, with the CPA
Marketing and sales	Renee	Memberships, corporate sales, social media, partnerships and promotions
Golf programs	Golf professional	Lessons, clinics, leagues, junior programs and club fitting

Owner compensation

The owners will draw modest salaries in Year 1, included in the payroll figures, and take no profit distributions until Year 2. This keeps cash in the business while it builds its customer base.

Hiring plan

The operations manager and golf professional will be hired 60 days before opening so they can help with training and the founders' presale. Part-time staff will be hired 30 days before opening, with preference for candidates with hospitality or golf experience.

Key person protection

Both owners will carry life and disability insurance, assigned to the lender if required. The operations manager will be cross-trained in daily operations so the business can run if an owner is unavailable.

Advisory support

The owners will meet quarterly with their CPA and lender to review results against this plan. The simulator provider's training team will support the staff for the first 90 days.

SECTION 11

Milestones and timeline

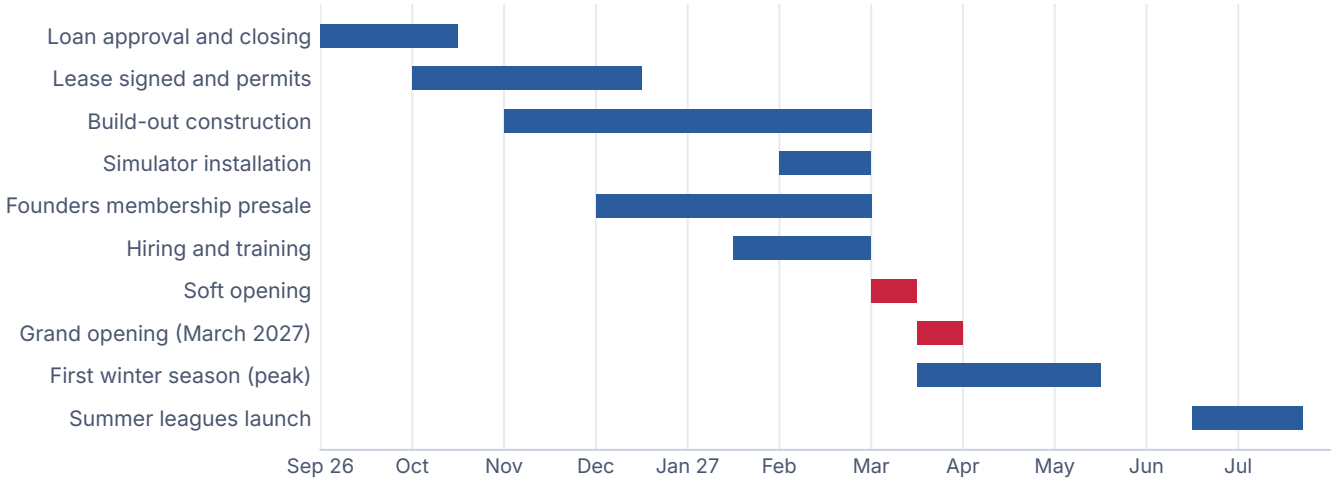


Figure 8. Timeline from loan approval to the first summer season.

Milestone	Target date	Owner	Success measure
Loan approval and closing	October 2026	Renee	Funds available
Lease signed, permits filed	November 2026	Marcus	Permits issued by January
Build-out complete	February 2027	Marcus	Certificate of occupancy
Founders' presale	December 2026 to February 2027	Renee	75 members sold
Grand opening	March 2027	Both	500 guests in month one
First summer leagues	June 2027	Golf pro	12 teams enrolled
Break-even month	From opening in season	Both	Revenue above $69K a month
120 members	February 2028	Renee	End of Year 1

The critical path

Some steps can't start until others finish. The loan must close before the lease is signed; the lease must be signed before permits are filed; permits must be issued before build-out; and the simulators can only be installed once the build-out is complete. The owners have built extra time into each step, and the four months of free rent in the lease cover the build-out period.

If a milestone slips

A delay of up to two months would move opening into late spring. The working capital reserve covers the extra rent and loan payments, and the founders' presale can continue until opening. The owners will report progress to the lender monthly until the business opens.

Pre-opening checklist

- Close loan and sign lease
- File building and sign permits
- Order simulators (8 to 10 week lead time)
- Apply for liquor and food service licenses
- Hire the operations manager and golf professional
- Launch website, booking and founders' presale
- Train staff and run two soft-opening nights
- Pass final inspections and receive certificate of occupancy

Progress reporting

Until opening, the owners will send the lender a short monthly update covering construction progress, spending against budget, permits and presale memberships. After opening, they will provide monthly sales and quarterly financial statements, prepared with their CPA, for as long as the lender requires.

Any change of more than two weeks to the opening date, or more than 5% to the budget, will be reported to the lender right away with a plan to address it.

SECTION 12

Monthly scorecard and review

A handful of numbers tell the owners whether Crosswind is on track. The owners will check these eight numbers in the first week of every month.

Number	Why it matters	Year 1 target	Where it comes from
Sales	The clearest sign of whether the plan is working	$80K average a month	Point-of-sale report
Bay use	Shows how much of the space is earning money	32% of open hours, higher in season	Booking system
Active members	Steady monthly income in every season	95 on average, 120 by February 2028	Membership software
Food and drink sales	Adds profit to every bay booking	About a third of bay sales	Point-of-sale report
Food and drink costs	Keeps the bar and kitchen profitable	Under 32% of food and drink sales	Monthly inventory count
Events booked	Fills slow weekdays and summer months	5 to 9 a month	Events calendar
Cash in the bank	Pays the bills through slow months	At least $107K (2 months of expenses)	Bank balance on the last day of the month
Online rating	Brings in new customers	4.7 stars or higher	Google and Yelp

Year 1 targets by quarter

Number	Mar to May 2027	Jun to Aug 2027	Sep to Nov 2027	Dec 2027 to Feb 2028
Sales	$235K	$153K	$218K	$352K
Bay use	35%	20%	28%	45%
Active members	80	90	105	120
Events booked a month	6	4	6	9
League teams	4	12	8	6

Targets follow the season: the busy winter months carry the year, and summer leagues and camps keep the slower months working.

Financial reporting

Report	Prepared by	How often	Shared with
Bookkeeping and bank reconciliation	Renee, reviewed by the CPA	Monthly	Owners
Profit and loss and cash flow compared with budget	Renee	Monthly	Owners
Quarterly financial statements	CPA	Quarterly	Owners and lender
Business tax return	CPA	Yearly	Owners and lender
Updated business plan and budget	Owners	Yearly	Lender, on request

Systems behind the numbers

Bay bookings and memberships run through the simulator booking software, which bills members automatically each month. Food, drink and retail sales go through the point-of-sale system. Both connect to QuickBooks Online, which is linked to the business bank account, so the monthly numbers are ready within the first week of the next month.

Monthly review

1. **Numbers (15 minutes).** Fill in the scorecard. Circle anything more than 10% off target.
2. **Action steps (15 minutes).** Check off what's done, set new dates for anything late and add the next steps.
3. **Warning signs (15 minutes).** Compare results with the warning signs in Section 20.
4. **Decide and update (15 minutes).** Agree on any changes, write them down and update the plan if something important has changed.

SECTION 13

Funding request and use of funds

$638,000
SBA 7(a) loan request

$112,000
Owner equity injection

$8,609
Estimated monthly payment (10 years, 10.5%)

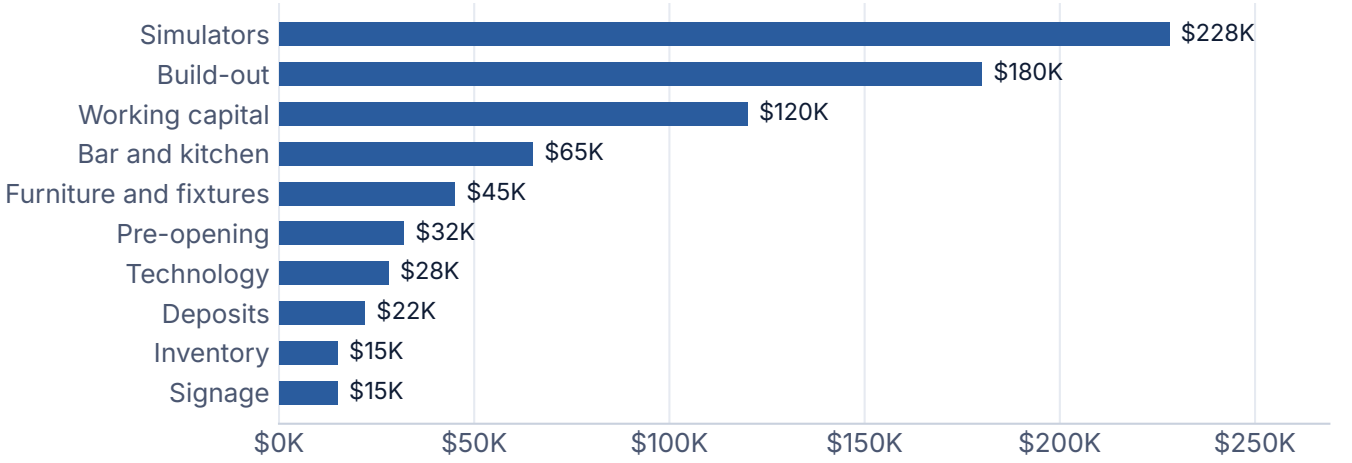


Figure 9. Total project cost of $750,000 by category.

Detailed startup costs

Category	Item	Amount
Simulators	Launch monitors and simulator software (6 bays)	$150,000
Simulators	Impact screens, enclosures and hitting mats	$48,000
Simulators	Projectors, PCs and installation	$30,000
Build-out	Walls, bay framing and acoustic treatment	$62,000
Build-out	Electrical, HVAC and lighting upgrades	$58,000
Build-out	Bar construction and restrooms	$40,000
Build-out	Flooring, paint and finishes	$20,000
Bar and kitchen	Coolers, draft system and ice machine	$28,000
Bar and kitchen	Small-plates kitchen equipment and hood	$30,000
Bar and kitchen	Glassware, smallwares and POS terminals	$7,000
Furniture and fixtures	Lounge seating, bay furniture and tables	$33,000
Furniture and fixtures	Decor, TVs and sound system	$12,000
Technology	Booking software, network, cameras and access control	$28,000
Signage	Exterior and interior signage	$15,000
Pre-opening	Licenses, permits and legal fees	$12,000
Pre-opening	Pre-opening marketing and founders membership campaign	$20,000
Deposits	Lease and utility deposits	$22,000
Inventory	Opening food, beverage and pro shop inventory	$15,000
Working capital	Working capital reserve	$120,000
Total project cost		**$750,000**

Sources of funds	Amount	Share
SBA 7(a) loan	$638,000	85%
Owner cash equity	$112,000	15%
Total	**$750,000**	**100%**

Funding considered

The owners compared an SBA 7(a) loan, equipment financing for the simulators and outside investors. They chose an SBA 7(a) loan to keep 100% ownership and get a 10-year term with lower monthly payments. No outside investors are planned.

SECTION 14

Financial assumptions

The projections start at opening (March 2027) and cover three years. They are based on vendor quotes, the lease letter of intent and the market research in this plan.

Assumption	Year 1	Year 2	Year 3	Basis
Available bay-hours	28,470 a year (6 bays × 13 hours × 365 days)			Hours of operation
Bay utilization	32%	35%	37%	Owner estimate, industry norms
Average bay rate	$55	$57	$58	Blended peak and off-peak, +3% a year
Average members	95	140	165	Founders' presale, then steady growth
Membership dues	$149	$153	$158	+3% a year
Food and beverage	32% of bay revenue; cost of goods 32%			Typical for golf lounges
Lessons and leagues	$54K	$68K	$78K	Golf pro schedule; 40% instructor share
Events and outings	$72K	$96K	$112K	About 5 to 9 events a month; 25% food cost
Payroll and benefits	$290K	$360K	$410K	Staffing plan, includes owner salaries
Rent and CAM	$32 per sq ft on 4,500 sq ft, +3% a year, plus $36,000 CAM			Letter of intent
Loan	$638,000, 10 years, 10.5% estimated, $8,609 a month			SBA 7(a), variable rate
Depreciation	Equipment over 7 years; build-out over 10 years; pre-opening costs over 5 years			Straight-line
Taxes	25% of pre-tax profit, set aside for owners' pass-through taxes			Estimate; CPA to confirm
Owner distributions	None in Year 1; 40% of net income in Year 2; 50% from Year 3			Owner plan

Seasonality: monthly revenue follows the demand index in Section 05, with a ramp-up over the first four months (72%, 82%, 90% and 96% of normal).

How the revenue forecast was built

Revenue is built from the bottom up, starting with the facility's capacity, rather than a top-down guess. Here is the Year 1 calculation:

Step	Calculation	Year 1
Available bay-hours	6 bays × 13 hours × 365 days	28,470
Booked bay-hours	28,470 × 32% utilization	9,110
Bay rental revenue	9,110 hours × $55 average rate	$501,072
Membership revenue	95 average members × $149 × 12 months	$169,860
Food and beverage	32% of bay rental revenue	$160,343
Events, lessons and leagues	Event and program schedule	$126,000
Total Year 1 revenue		**$957,275**

Why the assumptions are reasonable

Year 1 utilization of 32% means about four of every ten available hours sit empty, leaving room for a slower start. Utilization grows only gradually to 37% by Year 3, and prices rise 3% a year, in line with inflation.

Expense assumptions

Rent comes from the letter of intent, payroll from the staffing plan, and insurance, utilities and software from vendor quotes. Because most costs are fixed, the break-even analysis in Section 18 shows how much room the business has if sales come in lower.

Seasonality and ramp-up

Monthly sales are not spread evenly. The model follows the demand index in Section 05, with the busiest months from January to April and the slowest from June to September. A new business also takes time to build awareness, so the first four months are set at 72%, 82%, 90% and 96% of normal sales. Opening in March, during peak season, gives Crosswind a strong start before its first summer.

Price increases and inflation

Prices and most costs rise about 3% a year in the model. Rent increases are fixed at 3% a year in the lease, so they are known in advance. Payroll rises faster in the early years as staff are added for growth, then levels off.

SECTION 15

Projected income statement

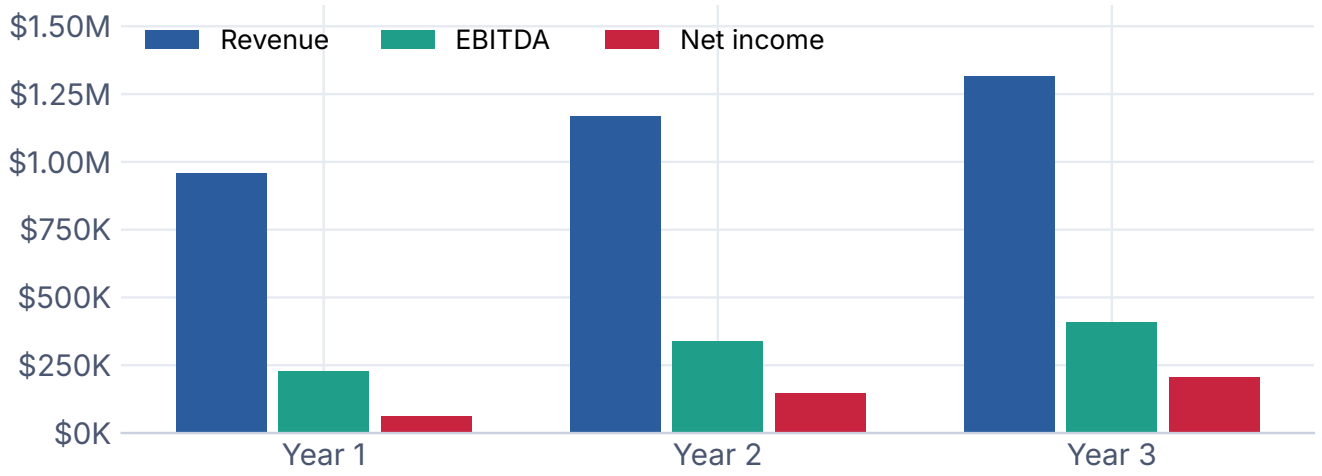


Figure 10. Revenue, EBITDA and net income, Years 1 to 3.

	Year 1	Year 2	Year 3
Simulator bay rental	$501,072	$564,489	$614,648
Memberships	$169,860	$257,830	$312,987
Food and beverage	$160,343	$180,636	$196,687
Events and outings	$72,000	$96,000	$112,000
Lessons and leagues	$54,000	$68,000	$78,000
Total revenue	**$957,275**	**$1,166,955**	**$1,314,322**
Cost of goods sold	$90,910	$109,004	$122,140
Gross profit	**$866,365**	**$1,057,951**	**$1,192,182**
Gross margin	90.5%	90.7%	90.7%
Payroll and benefits	$290,000	$360,000	$410,000
Rent and CAM	$180,000	$184,320	$188,770
Utilities	$38,000	$39,140	$40,314
Marketing	$52,000	$48,000	$50,000
Insurance	$19,000	$19,760	$20,550
Software, maintenance and repairs	$24,000	$30,000	$34,000
Professional fees	$12,000	$12,000	$12,000
Other operating	$26,000	$28,000	$30,000
Total operating expenses	**$641,000**	**$721,220**	**$785,634**
EBITDA	**$225,365**	**$336,731**	**$406,548**
EBITDA margin	23.5%	28.9%	30.9%
Interest	$65,190	$60,990	$56,326
Depreciation and amortization	$78,829	$78,829	$78,829
Pre-tax income	**$81,346**	**$196,913**	**$271,393**
Taxes (est.)	$20,337	$49,228	$67,848
Net income	**$61,010**	**$147,685**	**$203,545**

Gross margin stays above 90% because most revenue comes from bay time and memberships, which have almost no direct cost. Food and beverage is the only stream with a significant cost of goods.

SECTION 16

Monthly cash flow: Year 1

Year 1 begins with a $120,000 working capital reserve. Strong winter months build cash early; the reserve carries the business through the slower summer, and cash never falls below $71,947.

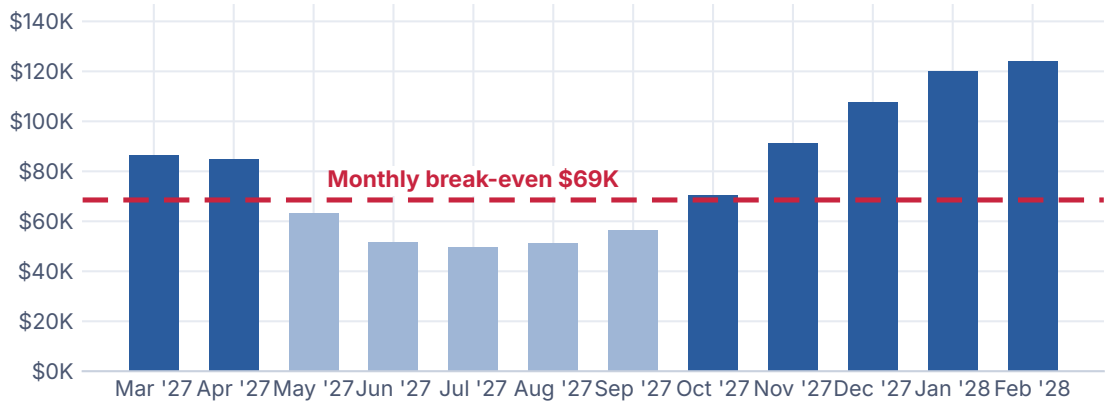


Figure 11. Year 1 monthly revenue compared with monthly break-even. Light bars are below break-even.

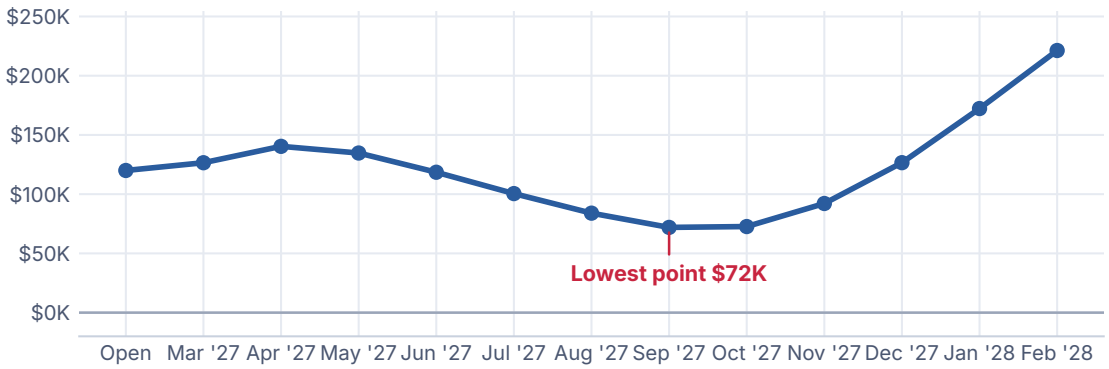


Figure 12. Month-end cash balance, Year 1.

	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Year 1
Revenue	$86,468	$84,894	$63,360	$51,682	$49,694	$51,351	$56,320	$70,400	$91,106	$107,671	$120,094	$124,235	$957,275
Cost of goods	$8,212	$8,062	$6,017	$4,908	$4,719	$4,877	$5,349	$6,686	$8,652	$10,225	$11,405	$11,798	$90,910
Operating expenses	$61,417	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$52,689	$641,000
EBITDA	**$16,840**	**$24,143**	**$4,654**	**($5,916)**	**($7,715)**	**($6,215)**	**($1,718)**	**$11,025**	**$29,764**	**$44,756**	**$56,000**	**$59,748**	**$225,365**
Loan payment	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$8,609	$103,306
Tax set-aside	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$1,695	$20,337
Net cash flow	**$6,536**	**$13,839**	**($5,650)**	**($16,219)**	**($18,018)**	**($16,519)**	**($12,021)**	**$721**	**$19,461**	**$34,453**	**$45,696**	**$48,994**	**$101,272**
Ending cash	**$126,536**	**$140,375**	**$134,725**	**$118,506**	**$100,488**	**$83,969**	**$71,947**	**$72,669**	**$92,130**	**$126,582**	**$172,278**	**$221,272**	**$221,272**

Quarterly cash flow: Year 2

	Q1 Year 2	Q2 Year 2	Q3 Year 2	Q4 Year 2	Year 2
Revenue	$336,804	$177,415	$249,520	$403,216	$1,166,955
Cost of goods	$31,460	$16,572	$23,307	$37,664	$109,004
Operating expenses	$180,305	$180,305	$180,305	$180,305	$721,220
EBITDA	**$125,039**	**($19,462)**	**$45,907**	**$185,247**	**$336,731**
Loan payments	$25,827	$25,827	$25,827	$25,827	$103,306
Tax set-aside	$12,307	$12,307	$12,307	$12,307	$49,228
Owner distributions	$14,768	$14,768	$14,768	$14,768	$59,074
Net cash flow	**$72,137**	**($72,364)**	**($6,995)**	**$132,345**	**$125,123**
Ending cash	**$293,409**	**$221,045**	**$214,050**	**$346,395**	**$346,395**

SECTION 17

Cash flow and balance sheets

Projected annual cash flow

	Year 1	Year 2	Year 3
Net income	$61,010	$147,685	$203,545
Add back depreciation and amortization	$78,829	$78,829	$78,829
Change in inventory	($450)	($464)	($477)
Cash from operations	**$139,388**	**$226,050**	**$281,896**
Loan principal repaid	($38,116)	($42,316)	($46,980)
Owner distributions	$0	($59,074)	($101,772)
Net change in cash	**$101,272**	**$124,659**	**$133,144**
Ending cash balance	**$221,272**	**$345,932**	**$479,075**

Opening balance sheet (at loan closing)

Assets	Amount
Cash (working capital)	$120,000
Inventory	$15,000
Equipment and build-out	$561,000
Deposits	$22,000
Pre-opening costs	$32,000
Total assets	**$750,000**

Liabilities and equity	Amount
SBA 7(a) loan	$638,000
Owners' equity	$112,000
Total	**$750,000**

Projected balance sheets (end of year)

	Year 1	Year 2	Year 3
Cash	$221,272	$345,932	$479,075
Inventory	$15,450	$15,914	$16,391
Total current assets	**$236,722**	**$361,845**	**$495,466**
Equipment and build-out	$561,000	$561,000	$561,000
Less accumulated depreciation	($72,429)	($144,857)	($217,286)
Net fixed assets	**$488,571**	**$416,143**	**$343,714**
Deposits	$22,000	$22,000	$22,000
Pre-opening costs, net	$25,600	$19,200	$12,800
Total assets	**$772,894**	**$819,188**	**$873,981**
Current portion of loan	$42,316	$46,980	$52,157
Long-term loan	$557,568	$510,588	$458,431
Total liabilities	**$599,884**	**$557,568**	**$510,588**
Owners' contributed capital	$112,000	$112,000	$112,000
Retained earnings	$61,010	$149,621	$251,393
Total owners' equity	**$173,010**	**$261,621**	**$363,393**
Total liabilities and equity	**$772,894**	**$819,188**	**$873,981**

- Cash from operations is positive in every year, starting at $139,388 in Year 1.
- The loan balance falls from $638,000 to $510,588 by the end of Year 3.

Inventory is kept small, so almost all of the business's working capital is held as cash, which gives the owners flexibility and the lender added security.

SECTION 18

Break-even, debt coverage and key ratios

Break-even analysis

With a contribution margin of 91% and Year 1 fixed costs plus loan payments of $744,306, Crosswind breaks even at about **$822,408** in yearly revenue, or $68,534 a month.

Break-even measure	Year 1
Break-even revenue	$822,408
Projected revenue	$957,275
Margin of safety	16%
Break-even bay-hours a day (all 6 bays)	21

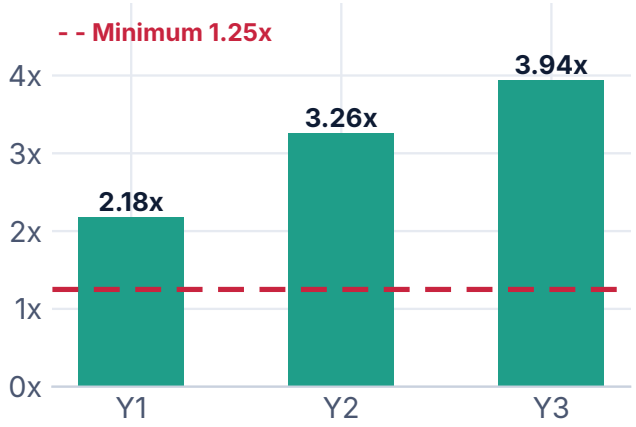
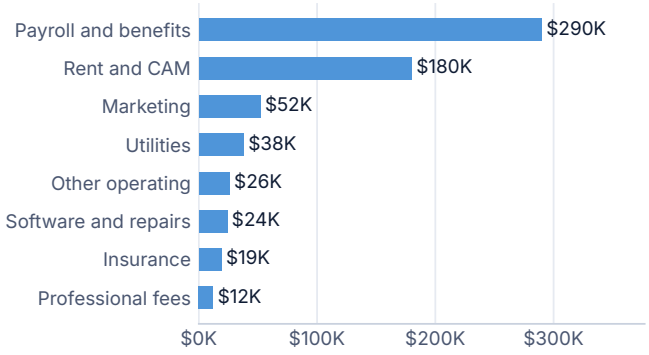


Figure 13. Debt service coverage by year.

Key financial ratios

	Year 1	Year 2	Year 3
Gross margin	90.5%	90.7%	90.7%
EBITDA margin	23.5%	28.9%	30.9%
Net margin	6.4%	12.7%	15.5%
Debt service coverage (EBITDA ÷ loan payments)	**2.18x**	**3.26x**	**3.94x**
Current ratio	5.59	7.70	9.50
Debt to equity	3.47	2.13	1.41
Return on owners' equity	35.3%	56.4%	56.0%

Year 1 operating expenses



Payroll and rent make up 73% of operating costs. Staffing is scheduled to bookings, so payroll can flex down in summer if sales are slower than planned.

- **Current ratio** above 1.0 means the business can cover bills due within a year; Crosswind's is 5.6 in Year 1.
- **Debt to equity** falls each year as the loan is repaid and profits build owners' equity.
- **Return on equity** shows the yearly return on the owners' investment.

SECTION 19

Risks and mitigation

Risk	Likelihood	Impact	How we'll manage it
Slower ramp-up than projected	Medium	Medium	$120,000 working capital reserve; founders' membership presale before opening
Summer slowdown deeper than expected	Medium	Medium	Summer leagues, junior camps, local-resident pricing, flexible staffing
New competition	Medium	Medium	Membership loyalty, premium equipment, full food and bar experience
Build-out delays or cost overruns	Low	High	Fixed-price contractor bid, 4 months of free rent, contingency in working capital
Hurricane or storm closures	Low	High	Business interruption insurance, cloud-based systems, hurricane plan
Equipment failure	Low	Medium	3-year service plan, spare parts, vendor support with next-day response
Liquor license delay	Low	Medium	Apply early; open with non-alcoholic menu if needed
Rising rent and labor costs	Medium	Low	Fixed lease increases of 3%, yearly price reviews, staffing matched to bookings
Economic downturn	Low	Medium	Recurring membership revenue, value pricing on weekdays

Projections are estimates based on stated assumptions and are not a guarantee of results.

The biggest risks, explained

Slower ramp-up. New businesses often take longer than planned to reach full sales. Crosswind's projections already assume a four-month ramp-up, and the $120,000 working capital reserve would cover almost two months of all operating costs and loan payments even with no sales at all. The founders' presale aims to have 75 paying members before the doors open.

The summer slowdown. Demand drops from May to September as winter residents leave. Summer leagues, junior camps and local-resident pricing are planned specifically for these months, and part-time staff hours are scheduled to bookings.

Hurricanes and storms. Southwest Florida faces hurricane risk from June to November. Crosswind will carry business interruption and windstorm coverage, store booking and financial data in the cloud, and follow a written storm plan to protect equipment.

New competition. Indoor golf is growing, and a new competitor could open nearby. High startup costs, the need for a suitable high-ceiling space and Crosswind's head start with members and leagues make this harder for newcomers.

Insurance coverage (planned)

Coverage	Purpose	Limit
General liability	Guest injuries and property damage	$1M per claim / $2M total
Liquor liability	Claims related to alcohol service	$1M
Property and windstorm	Equipment, build-out and inventory	Full replacement cost
Business interruption	Lost income after a covered closure	12 months
Workers' compensation	Employee injuries, required by Florida law	Statutory
Life and disability	Protects the business and lender if an owner can't work	As required by lender

Contingency plan if sales fall short

1. Reduce part-time staff hours to match bookings (saves up to $6,000 a month).
2. Shift marketing to proven channels and pause sponsorships.
3. Run member-referral and off-peak promotions to fill empty hours.
4. Delay owner salary increases and distributions.
5. Draw on the working capital reserve, keeping loan payments current.

Monitoring risk: the owners will review a weekly dashboard of bookings, utilization, members, average spend and cash on hand. If any measure falls more than 10% below plan for a month, the contingency steps above begin.

All risks are reviewed with the owners' CPA and insurance broker before opening and every year after.

SECTION 20

Assumptions to watch and when to change course

Every plan rests on a few educated guesses. The ones that matter most for Crosswind are listed below, with the early warning sign for each and what the owners will do if it appears. Deciding this now, while things are calm, makes it easier to act quickly later.

What we're assuming	Warning sign	When we'll decide	What we'll do
Golfers will join as members quickly	Fewer than 50 founders' memberships sold	Opening day	Extend founders' pricing for 30 days and offer company memberships
Summer will stay reasonably busy	Bays booked under 20% of open hours in June	End of June	Add evening leagues and resident pricing, and shorten Monday and Tuesday hours
Food and drink will add about a third to bay sales	Under 25% for two months in a row	After 2 months	Change the menu, add a happy hour and retrain staff on suggesting food and drinks
Local businesses will book events	Fewer than 3 events a month by fall	October 2027	Hire a part-time events salesperson and join the chamber of commerce
Customers will accept yearly price increases of about 3%	Bookings drop more than 10% after a price change	After 1 month	Hold prices for members and add value with events instead of discounts
Costs will stay on budget	Spending 10% over budget two months in a row	After 2 months	Review staffing against bookings and ask vendors for better prices
The cash cushion will last through the ramp-up	Cash below $107K	Any month	Pause hiring and new spending, and contact the lender right away

What stays the same

Some things are the heart of the business and won't change because of one slow month:

- A premium, comfortable experience with quality simulators and good food.
- Memberships as the base of steady, year-round income.
- Planning around the seasons: busy winters, programs that fill the summer.

How the owners will decide

Unless cash is at risk, the owners will give a change at least 60 days to work before judging it, and they will change one thing at a time so they can tell what made the difference. Every change is written down at the monthly review, so the plan stays current.

When the owners check in

How often	What they review	Time
Every week	Action steps, bookings for the week ahead and staffing	30 minutes
Every month	The scorecard, warning signs and the monthly review (Section 12)	About 1 hour
Every quarter	Plan versus actual, prices, marketing results and the budget for the next quarter	Half a day
Before each season	Staffing, hours, programs and promotions for the busy winter or the slower summer	Half a day
Once a year	Goals for the next year and a full update of this plan	One day

APPENDIX A

Owner résumés

Marcus Dale, Managing Member

Hospitality operator with 15 years of experience running high-volume food, beverage and guest-service operations. Known for building strong teams, controlling costs and delivering consistently high guest ratings.

- **Director of Food and Beverage**, 300-room resort (8 years). Managed a team of 60 and a $6M budget.
- **Restaurant General Manager**, upscale casual dining (5 years).
- **Bar Manager** (2 years).
- B.S. Hospitality Management.
- ServSafe Manager certified; 12-handicap golfer.

Renee Dale, Member

Finance and marketing professional with 12 years of experience, including six years growing membership at a private golf club. Brings hands-on accounting, budgeting and membership-sales skills.

- **Membership Director**, private golf club (6 years). Grew membership 18%.
- **Marketing and Accounting Manager**, small-business firm (6 years).
- B.B.A. Accounting.
- QuickBooks ProAdvisor.
- Board member, local junior golf charity.

APPENDIX B

Supporting documents

The owners will provide the following documents with the loan application.

Document
Personal financial statement for each owner (SBA Form 413)
Personal federal tax returns, last 3 years, for each owner
SBA Form 1919 (borrower information) for each owner
Résumés for each owner
Lease or letter of intent
Contractor bid and equipment quotes
Articles of organization and operating agreement
Proof of equity injection (bank statements)
Business licenses and permits, or applications
Insurance quotes or binders

Owners' financial strength

Both owners have strong personal credit, no past bankruptcies and no other business debt. Beyond the $112,000 equity injection, they hold personal savings and home equity that can support their personal guarantees. Full details will be in each owner's personal financial statement (SBA Form 413). References from former employers and the golf club are available on request.

Key hires (to be recruited)

Operations manager

At least five years of restaurant, bar or entertainment-venue management. Runs shifts, inventory, scheduling and opening and closing. Reports to Marcus.

Golf professional

PGA or LPGA certified, with teaching and launch-monitor experience. Leads lessons, clinics, leagues, junior programs and club fitting. Reports to the owners.

Why this team

Marcus runs the guest experience and daily operations; Renee runs finance, membership and marketing. Together they cover the skills a hospitality and membership business needs, and the two key hires add golf instruction and day-to-day management depth.

Personal guarantees and collateral: both owners will sign unlimited personal guarantees and pledge all business assets, including equipment, furniture and technology. If business assets do not fully secure the loan, the owners will also pledge equity in their personal residence.

APPENDIX C

Sources and methodology

Sources

Source type	Used for	Sections
U.S. Census Bureau, American Community Survey	Population, households, income, age, home values, rent	05
County and state economic data	Population growth, seasonal residents, tourism	05
Industry association research	Golf participation and off-course golf trends	04
National weather data	Temperatures, rainfall and storm season	05
Competitor websites, listings and reviews	Prices, offerings, strengths and weaknesses	07
Owner quotes, bids and letter of intent	Startup costs, rent and equipment	14, 15
U.S. Small Business Administration	Loan program terms	14, App. B

How the financial model works

The three-year model is built month by month for Year 1 and by year after that. Revenue comes from capacity, utilization and price (Section 14); costs come from quotes and the staffing plan. The model produces the income statement, cash flow and balance sheets, checks that the balance sheets balance every year, and calculates break-even and debt coverage automatically from the same assumptions.

Keeping the plan current: the owners will compare actual results with these projections every quarter and update the plan if the business changes before closing.

Contact

Marcus Dale, Managing Member
Operations and guest experience
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Renee Dale, Member
Finance, memberships and marketing
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Crosswind Indoor Golf, LLC · North Naples, Florida · crosswindgolf.com

Owners' certification

We have reviewed this business plan and confirm that, to the best of our knowledge, the information in it is accurate and complete and the projections reflect our honest expectations for the business.

Marcus Dale, Managing Member Date

Renee Dale, Member Date

Confidentiality. This business plan contains confidential information about Crosswind Indoor Golf, LLC. It is provided for evaluating a financing request and may not be copied or shared without the owners' written permission. Projections are estimates based on the assumptions stated in this plan and are not a guarantee of future results.