OUR MISSION
To empower youth to be successful on and off the court, through tennis and educational opportunities that guide and challenge them mentally, physically, socially and academically.

OUR VISION
To be a public tennis facility and youth development nonprofit, providing quality and accessible tennis and educational opportunities to our community, especially youth from multicultural backgrounds.

OUR STRATEGIC GOALS
Refine and deepen programs and services, build organizational structure for long-term sustainability, maximize earned income potential, and build our message and image through better PR and branding.
2011 and 2012 were milestone years at Fred Wells Tennis & Education Center. As you’ll read in this two-year Annual Report, we continued to add award-winning programs and services, saw our strongest fundraising year ever, and formally launched our mission-based initiative, Tennis2College. We also unofficially adopted the nickname “The Fort” to reflect both our physical location on the property of Historic Fort Snelling and the safe and supportive home that FWTEC has become for many youth from around the Twin Cities. In 2012 we turned 10 and celebrated many markers of growth and accomplishments, including a 600% increase in patrons since our opening year and the expansion of our yearly scholarship offerings for young players from $300 to $260,000.

While these are important markers, what remains the core of our success is the group of people who contribute time, passion, money, patience, expertise and vision to realizing Fred Wells’ dream of creating a place where tennis and learning are accessible to all, regardless of race, age, gender or socio-economic background. Thank you for being part of that group and we look forward to partnering with you in the decade ahead as we refine, strengthen and improve our programming and infrastructure to gain long term sustainability at The Fort.

Michael Borg,  
President of the Board

Margot Willett,  
Executive Director

Margot Willett
There are countless ways to play at The Fort...

Junior Tennis

In 2011 and 2012, our junior program grew into one of the most comprehensive in the Twin Cities metro.

We had over 700 junior participants in lessons, leagues and teams in 2012.

In 2011 & 2012, our 14s and 18s Team Tennis teams won the Northern Section and advanced to Nationals.
1,400 adults and 700 juniors took advantage of our affordable court rentals, drills, classes, fitness sessions, one-on-one coaching, in-house leagues and Tennis2College programs in 2012 alone. Our variety of tennis and education opportunities and continuing commitment to using tennis to empower youth on and off the court earned us three prestigious awards in 2011: USTA Member Organization of the Year, Professional Tennis Registry Facility of the Year, and USTA National Junior Tennis & Learning Chapter of the Year.

In 2012, two of our players received USTA Northern Sportmanship Awards.

We were the first indoor tennis facility to install Quick Start lines on all of our 8 courts as part of our fully implemented 10 & Under Program.

We offered program scholarships to about 15% of our junior players.

One of our high performance junior players, Alexis Nelson, won the 16s singles title at the USTA National Open in 2012.
...both on and off the court.

Tennis2C

0 dollars paid by kids

Over 75% of T2C participants come from economically disadvantaged families. Thanks to our operating revenue and generous donors, we were able to provide $260,000 in program subsidies and scholarships to our T2C participants in 2012.

Citizens of the Court
(3rd - 5th grade)

The Fort
(6th-8th grade)

Wells Academy
(9th - 12th grade)

Boys Leadership Team & Girls Squad
(6th - 8th grade)

Saturday Tennis & Tutoring
(6th - 12th grade)
We’ve been offering tennis and education opportunities to low-income youth since opening our doors in 2002. In 2012 we formalized our flagship youth development program, Tennis2College. In its debut year, T2C engaged 300+ low-income 3rd-12th graders in a rich curriculum of life-skills, tennis instruction and academic support. The aim of T2C is to support youth on and off the court, empowering them to graduate from high school with a strong post-secondary trajectory.

300+ kids served!

5 partner schools

In 2011 and 2012, we partnered with five Minneapolis public schools to offer T2C as a free after-school option. We bussed kids directly to and from our programs, and also provided in-school tutoring to our middle school students.

47 T2C volunteers

Over the 2011-2012 school year, our volunteers gave 1,897 hours, or the equivalent of $36,992. They served as coaches, teachers, mentors and friends to our T2C students—and they ranged from junior players to college students to longtime patrons.
When I was younger I was extremely shy. Judy says she asked me why I didn’t participate at Tennis2College and I simply looked at her and said, "I don't do sports." But as time went on I realized what the program was doing for me and I made sure to be here.

As soon as I relaxed, I grew as a person and came out stronger. What I’ve learned from the FWTEC coaches and community has helped me personally, academically and athletically. I learned how to make the best situations out of the worst ones and I have been able to apply that to both tennis and school. Having such a place and people to fall back on made high school that much easier.

I’m actually a better person due to FWTEC. Tennis2College has taught me things I wouldn’t normally have learned at this age. We talk about values, and about what leaders should do. We talk about friends and family. It’s changed the way I think about life. They encourage us to take risks and think about the rewards. This has really opened opportunities for me that I never thought I would get. I plan to go to college and the Tennis2College program really encourages that—they show you things you might see in college and difficulties you might face. They show you the path to take to get there.

Milliecia Lacy
Tennis2College participant, volunteer and employee; attending Macalester college in 2013

Oheneba Boateng
Tennis2College & Junior Program participant
A few years ago I was looking for a place to play tennis, and my mom’s friend recommended FWTEC. They said it’s really great and the coaches are awesome. I started coming here and quickly made lots of friends. Everything is great here. You fit in. It’s fun—but it’s not too big, so you know a lot of people. The coaches are awesome—they’re really fun, and they give me really good tips about my hitting. Playing tennis makes me feel good about myself. It also teaches me discipline. I’ve learned how to be more competitive in a good way—and to have good sportsmanship.

I started participating at the Fort because all of my friends were here. I stuck around because everyone was friendly and welcoming and there was an exceptional faculty. I became a lot more social; I met new friends; I became healthier. I became more disciplined with my academics and athletics.

The Fort community is amazing. It’s like no other tennis club. You will not find a family like this one. Many tennis clubs like to just keep it strictly business: you play, you pay, then you leave. Fred Wells is different. You will see people you enjoy seeing, you will have great conversations with people you’ve never met, and you’ll see a lot of diversity.

Sofia Walker
Junior Program participant

Martin Beck
T2C & Junior Program participant and volunteer; attending University of Wisconsin-Whitewater in 2013
“The core of FWTEC is people who are passionate about creating a positive and empowering environment for kids.”

Board of Directors

Mike Borg - President  
Kurt Johnson - Treasurer  
Ann Cazaban - Secretary  
Busola Akinwale - Director  
Sue Gregor - Director  
Dan Shannon - Director  
Larry Voelkers - Director  
Margot Willett - Executive Director  
Linda Langeness - Ex Officio  
Lee Wells Booth - Ex Officio  
John J. Knip Jr. - Ex Officio

Administrative staff

Margot Willett, Ed.D - Executive Director  
Tom Miller - Associate Director  
Linda Langeness - Business Manager  
Mike Quinn - Facility Operations Manager  
Reid Olsen - Asst. Dir. for Tennis Center Operations  
Dan Swanson - Front Desk and Stringing Specialist  
Maalik Konop-Defreitas - Front Desk  
Meredith Lawrence - Front Desk  
Austin Lehman - Front Desk  
Aubrey Miller - Front Desk  
David Stingley - Front Desk
As we say in our core staff statement, without our employees, patrons, program partners, volunteers and everyone else in the FWTEC community, we wouldn’t be where we are today. Since opening our doors in 2002, we’ve expanded to offer year-round tennis, added nine Quickstart courts, increased our patron base sixfold, grown our junior program from 35 to 700 participants, formally launched our Tennis2College program and won three national awards—and more than tripled our staff to keep up with it all.

Program staff

Molly Peterson - Junior Program Coordinator
Ali King - Wells Academy Lead Teacher
Judy Long - Program Coordinator for Citizens of the Court and Women’s Daytime League Coordinator
Justin Margolies - Program Coordinator for The Fort Middle School Programs
Amira Jama - Americorps Public Ally for The Fort Middle School Programs and Girls Squad

Tennis instructors

David Crevier
Jim Dixon
Matt Edin
Brandon Heath
Greg Hiers
Justin Margolies
Dave Nelson
Reid Olsen
Chi Pham
Viet Pham
Marc Stingley
Clay Sollenberger
Nguyen Vo
Judy Wang-Winter
Ric Yates
2012 Revenue & Support

Many sources of support make our programming possible. In 2012, they enabled us to officially launch Tennis2College and bring our tennis & education curriculum to over 300 students.

- Junior Programs 33%
- Facility Operations 36%
- Foundations and Trusts 15%
- Individual Donations and Events 6.5%
- Adult drills, lessons and leagues 8.8%
## Balance Sheet 2011-2012

### ASSETS

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Investments</td>
<td>$220,901</td>
<td>$286,380</td>
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<tr>
<td>Accounts &amp; Pledges Receivable</td>
<td>8,758</td>
<td>15,877</td>
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<tr>
<td>Inventory</td>
<td>4,966</td>
<td>10,641</td>
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<td>Prepaid Expenses</td>
<td>14,360</td>
<td>13,942</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>$248,985</strong></td>
<td><strong>$326,840</strong></td>
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</table>

### Fixed Assets

| Property & Equipment              | 3,450,283  | 3,559,006  |
|**TOTAL ASSETS**                   | **$3,699,268** | **$3,885,846** |

### Liabilities

<table>
<thead>
<tr>
<th>Current Liabilities</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Payroll &amp; Payroll Taxes</td>
<td>$34,906</td>
<td>$9,346</td>
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<tr>
<td>Accounts Payable</td>
<td>25,576</td>
<td>24,842</td>
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<td>Deferred Revenue</td>
<td>82,769</td>
<td>84,596</td>
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<td>Sales Tax Payable</td>
<td>3,007</td>
<td>2,806</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$146,258</strong></td>
<td><strong>$121,590</strong></td>
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### TOTAL NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td><strong>$3,553,010</strong></td>
<td><strong>$3,764,256</strong></td>
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</table>

### TOTAL LIABILITIES & NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$3,699,268</strong></td>
<td><strong>$3,885,846</strong></td>
<td></td>
</tr>
</tbody>
</table>
Our generous donors have always played an integral role in growing and sustaining The Fort and its programs. In 2012, our 10th anniversary year, we had some major fundraising successes. At our Fund the Need Auction we raised $19,800, which helped us purchase a van for The Fort Middle School Program. And on Give to the Max Day in November, many generous donors gave $11,877 for our Youth Scholarship Fund!