



# MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

## COMMITTEE MEMORANDUM

TO: Mayor Matti H. Bower and Members of the City Commission

FROM: City Manager Jorge M. Gonzalez

DATE: March 25, 2010

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for March 25, 2010, at 3:30 P.M. in the City Manager's Large Conference Room.

The agenda is as follows:

### OLD BUSINESS

- 1. Discussion regarding the potential garage project and joint venture in the Collins Park Neighborhood.**

Jorge Gomez – Assistant City Manager  
Referred December 10, 2008

- 2. Status of a Land Easement Purchase Agreement with the Miami Beach Housing Authority for the Proposed West Avenue Bridge.**

Jorge Gomez – Assistant City Manager

### NEW BUSINESS

- 3. Discussion regarding the Federal Legislative Services Agreement**

Kevin Crowder – Economic Development Division Director

- 4. Living Wage/Proposed Ordinance Amendment**

Jose Smith – City Attorney

- 5. Discussion regarding requested Right-of-Way, entryway, and public safety improvements to Sunset Drive/North Bay Road at the entryway to Sunset Islands 3 & 4.**

Charles Carreno – CIP Director

- 6. Discussion regarding Property Management Division cost savings recommendation**

Fred Beckmann – Public Works Director

- 7. Discussion regarding the management agreement to provide professional tennis management and operations services at the City's Flamingo Park and North Shore Park Tennis Centers.**

Kevin Smith – Parks & Recreation Director

- 8. Discussion regarding an amendment to a resolution regarding assignment of a police officer to the Police Athletic League (PAL)**

Robert Middaugh – Assistant City Manager

- 9. Discussion regarding Global Spectrum's Fiscal Year 2009 performance and potential adjustments/amendments to the existing management agreement**

Max Sklar – Tourism and Cultural Development Director

- 10. Discussion regarding the process for City of Miami Beach License Renewals, including notices provided to license holders**

Patricia Walker – Chief Financial Officer

- 11. Update on Ameresco Water Reclamation Plant project.**

Robert Middaugh – Assistant City Manager

**Finance and Citywide Projects Committee Meetings for 2010:**

**April 29, 2010**

**May 18, 2010**

**May 20, 2010**

**June 3, 2010**

**June 24, 2010**

**July 29, 2010**

**September 30, 2010**

**October 26, 2010**

**November 15, 2010**

**December 16, 2010**

JMG/PDW/rs/th

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Cc. Mayor and Members of the City Commission  
Management Team

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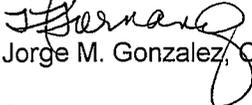


# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

## COMMITTEE MEMORANDUM

TO: Members of the Finance and Citywide Projects Committee

FROM:   
Jorge M. Gonzalez, City Manager

DATE: 3/25/2010

SUBJECT: **A Referral to the Finance and Citywide Projects Committee-Discussion Regarding the Management Agreement to Provide Professional Tennis Management and Operations Services At The City's Flamingo Park And North Shore Park Tennis Centers.**

### **BACKGROUND:**

The Commission, Administration and the community have been working together to address a variety of issues related to the City's tennis facilities and services. These issues include, but are not necessarily limited to, the number, locations, conditions and composition (hard surface/ clay surface) of the tennis courts citywide; the programs and services being provided at our Flamingo Park and North Shore Park Tennis Centers; and the tennis patrons' level of customer satisfaction with these services.

During an agenda item concerning the potential creation of a Tennis Advisory Committee at the December 9, 2009 Commission meeting, there was discussion regarding the performance of the City's current operator for our tennis centers. As you are aware, the City currently has an agreement with Greensquare, Inc., to provide professional tennis management and operations services at the City's Flamingo Park and North Shore Park tennis centers. Greensquare Inc. has been the City's tennis center operator since April, 2002, and was awarded the current agreement via a competitive bidding process in April, 2007.

The initial term of the current agreement concludes on April 15, 2010, with the City having the right to renew the agreement for two (2) additional one-year terms. It was agreed that the Administration would, as part of consideration of whether to renew, engage in several reviews of the current operators. These reviews are presented below for your consideration.

### **SATISFACTION SURVEY:**

During the December 9<sup>th</sup> discussion, the administration explained the process for an agreement renewal and what would be necessary to re-bid the services. In light of comments made at the meeting, the Administration also stated that the Parks and Recreation Department would conduct a customer survey at both the North Shore Park and Flamingo Park Tennis Centers to determine the level of satisfaction of the tennis playing community with the current management company, Greensquare, Inc.

As directed, the Parks and Recreation Department, with the assistance of the Office of Budget and Performance Improvement, developed a customer satisfaction bilingual survey designed and administered to assist the City in understanding perceptions on the management team and their professionalism; the quality of programs and services provided; and the conditions and maintenance of the tennis facilities. The surveys were conducted on two separate periods, four days each, for a total of eight days, at both the Flamingo and North Shore Tennis Centers. The first survey was conducted from Wednesday, December 16th through Saturday December 19th, 2009. Unfortunately, it rained on December 17 and 18, 2009, which affected the number of player responses. However, the Parks and Recreation staff was able to

collect 127 surveys from North Shore tennis participants and 81 surveys from Flamingo tennis patrons, for a total of 208 reportable surveys. A second series of surveys was conducted from Wednesday January 6 through Saturday, January 9, 2010. The surveys were administered by the same Parks and Recreation staff as the first set of surveys to ensure that the surveys were administered using the same procedures, and to ensure that duplication of patron surveys did not occur. It should be noted that it rained consistently on January 9<sup>th</sup> and the tennis centers were closed. In the second survey period staff was able to accumulate 105 surveys from North Shore tennis participants and 57 surveys from Flamingo tennis patrons, totaling 162 surveys.

For the eight-day period, 232 surveys were taken at the North Shore Park Tennis Center and 138 surveys at the Flamingo Park Tennis Center, for a total of 370 non-duplicated surveys. As a point of information, please note that during discussion held by the City Commission on December 9<sup>th</sup> 2009, an MBTPA representative estimated there were approximately 500 people who play tennis on Miami Beach on a regular basis. As such, the 370 responses would represent a survey return rate of 74%. This MBTPA representative also stated that about 100 players (20% of the estimated total tennis players) have expressed concerns to the MBTPA about Greensquare's performance. However, as noted below, the survey results do not support that statement. The complete and comprehensive results of these surveys are included as **Attachment A** to this memo; however, we have summarized select results below. Also attached are the individual comments made by the participants that chose to include comments on their survey, as well as a blank survey form.

<b>Flamingo Park</b>			
Question	Excellent or Good	Fair	Poor
Staff Professionalism	81%	14%	5%
Overall Rating of Customer Service	78%	12%	10%
Overall Rating of Facility Condition/Maintenance	68%	19%	13%
Quality of Programs Well Managed	78%	15%	7%
<b>Overall Experience</b>	<b>78%</b>	<b>15%</b>	<b>7%</b>

<b>North Shore Park</b>			
Question	Excellent or Good	Fair	Poor
Staff Professionalism	97%	2%	1%
Overall Rating of Customer Service	96%	3%	1%
Overall Rating of Facility Condition/Maintenance	92%	7%	1%
Quality of Programs Well Managed	95%	4%	1%
<b>Overall Experience</b>	<b>97%</b>	<b>2%</b>	<b>1%</b>

<b>Combined Average for both facilities</b>			
Question	Excellent or Good	Fair	Poor
Staff Professionalism	92%	6%	2%
Overall Rating of Customer Service	90%	6%	4%
Overall Rating of Facility Condition/Maintenance	83%	12%	5%
Quality of Programs Well Managed	89%	8%	3%
<b>Overall Experience</b>	<b>91%</b>	<b>6%</b>	<b>3%</b>

As evidenced from the survey results, the majority of tennis players surveyed at both the Flamingo Park and North Shore Park Tennis Centers find Greensquare's performance, professionalism and overall customer service to be excellent or good. It is also apparent that Greensquare's customer service satisfaction may have a direct correlation to the condition of the courts. As you know, the completely reconstructed North Shore Park Tennis Center opened in June 2004 with ten (10) state-of-the-art clay

surface hydro courts and two (2) hard surface courts, a new building and amenities. Not surprisingly, there were slightly higher satisfaction responses at North Shore than at Flamingo.

**CURRENT MANAGEMENT AGREEMENT REQUIREMENTS AND PERFORMANCE:**

On October 31, 2006 the City issued RFP # 07-06/07 for "Comprehensive Professional Tennis Management and Operation of the City's Flamingo Park and North Shore Tennis Centers. On January 17, 2007, the City Commission approved, via Resolution 2007-21432, a contract with Greensquare, Inc. as the most qualified proposer pursuant to the RFP. The subsequent agreement provided for a three year agreement, with two (2), one-year renewal terms, at the City's sole and absolute discretion. It should be noted that the City reserves the right to renegotiate any and all terms of the agreement upon any renewal.

The agreement authorized the following:

- The operator can only use the centers solely for the operation of a public tennis facility
- This use shall include: pro shop and food and beverage concession facility
- Use of the facility for special events relating to tennis

The agreement further delineated that the City retained the use of a certain number of courts on a weekly basis, and that the operator was responsible for balancing the nature of a public tennis facility, with the programming they were developing, including ensuring that the operations did not, or did not appear to, restrict the access of the public. The City must approve all fees charged, as well as the food and beverage products to be sold. A performance bond of \$25,000 is on file with the City.

In consideration of the operational and management rights granted, Greensquare agreed to the following financial terms:

- The operator will collect and maintain for the city all revenues generated at and from the Centers, including, but not limited to, tennis instructions, lessons and clinics; tennis court rental fees; pro shop sales and equipment rentals; and food and beverage sales
- These revenues are to be used to pay all operating expenses of the facilities, including management fees/officer payroll expenses
- The payment of management fees/officer payroll expenses can only be made following the payment to the City of the minimum guarantee monthly payment

The agreement sets forth a minimum guarantee and a percentage of gross. The minimum guarantee is a fixed payment of \$3,250 per month for tennis-only revenue up to \$600,000 a year. This represents a payment to the City, at a minimum, of \$39,000 per year in tennis-only revenue, or \$117,000 over the three year term of the agreement. In addition, the City receives 5% of all food and beverage sales. Any amount of tennis-only revenue in excess of \$600,000 is subject to 10% payment or \$3,250, whichever is greater that month (in addition to the 5% of concessions). The agreement provides for a reduction of the monthly minimum guarantee (to 50% of \$3,250, or \$1,625 per month), should Flamingo Park Tennis Center close during the term or renewal terms.

From April 2007 through December 31, 2009, the City has received payments totaling \$ 109,683.83 pursuant to the negotiated guarantees. This is broken down into \$ 104,897.92 for tennis only revenue plus 4,785.91 representing 5% of food and beverage revenue. Greensquare did not exceed the \$600,000 threshold during this time period. Please note that for the period of time that the Flamingo Tennis courts were closed for restoration due to the 50 year rain storm, Greensquare paid a pro-rata share of the minimum guarantee allocated to Flamingo Park, based on when tennis courts became available for play in June and July of 2009.

The 193-page Agreement (with attachments) also includes specific requirements in terms of maintenance, concessions, fees, staffing and reporting, among other things.

The City's Internal Audit Division has engaged in an audit of the operations of the tennis centers, which

includes financial data and compliance with requirements set forth in their agreement with the City. The report is pending final review. Preliminary findings do identify certain issues, such as internal control deficiencies, incorrect billing to non-residents and timeliness of payments to the City. These issues have been discussed with the operator and the Department, and a number of the issues have been resolved as of the date of the memorandum. Additionally, corrective action plans have been developed for any pending items. The operator's and Department's responses to these issues (and actions taken) are incorporated into the final audit.

Additionally, the Administration reviews, on an ongoing basis, numerous other items and provisions of the agreement to assure that Greensquare has performed at minimum as per the agreement. These include, but are not limited to, reviews of hours of operation; court usage provisions; City's Parks and Recreation court time allotment; available clinics and summer camps to participants; and prohibited activities. Adjustments to the City's contract monitoring process for this agreement are also being made.

### **NEXT ACTIONS/CONCLUSIONS**

The current three (3) year agreement with Greensquare Inc. to provide professional tennis management and operations services at the City's Flamingo Park and North Shore Tennis Centers will expire on April 15, 2010. Potential options are as follows;

- Exercise the first of two (2) one year extensions (April 15, 2010 – April 15, 2011), as provided for in the current Management Agreement and concurrently begin developing the RFP process for issuance and selection prior to the reopening of the Flamingo Park Tennis Center;
- Immediately initiate the process necessary to Issue a Request for Proposals for the Comprehensive Professional Tennis Management and Operation at the City's Flamingo Park and North Shore Park Tennis Centers; this will require the extension of the current Greensquare, Inc., agreement on a month-to-month basis until the competitive process is completed and a new agreement is approved, negotiated and executed.

When evaluating the options, it is worth considering the impending construction of the Flamingo Park Tennis Center that will result in disruption at one of the two managed facilities. During this period, it may be beneficial to have a professional management staff in place that is familiar with their customers to lessen the anxiety of the construction process. If the new Flamingo Park Tennis Center is completed in the next 24 months, the timing could coincide with the issuance and award of a new tennis centers management agreement, which may generate additional interest and potentially a more lucrative return to the City. It is possible that a competitive process on the eve of the closure of one facility may result in limited interest, and/or the offer of terms less favorable to the City.

The Administration remains committed to working with our tennis-playing residents to ensure the highest possible levels of customer service, facilities maintenance and program are available to them. We are also committed to working with all interested residents to ensure their comments and suggestions are considered when the new Flamingo Park Tennis Center is constructed.

### **ATTACHMENTS**

JMG/ HMF/KS/JEM

**ATTACHMENT A**

**CITY OF MIAMI BEACH**  
**TENNIS CENTERS CUSTOMER SATISFACTION SURVEY**

- **Sample Surveys (English and Spanish)**
- **Results**
- **Comments**

**ATTACHMENT B**

**CITY OF MIAMI BEACH**  
**BUDGET AND PERFORMANCE IMPROVEMENT**  
**INTERNAL AUDIT DIVISION**

**GREENSQUARE, INC. MANAGEMENT AGREEMENT AUDIT  
(TENNIS CENTERS)  
APRIL 15, 2007 – DECEMBER 31, 2009**



# MIAMI BEACH

## City of Miami Beach Parks and Recreation Department

### Satisfaction Survey

The Miami Beach Parks and Recreation Department continually strives to offer the highest level of customer service and quality recreational programs and facilities. Please take a few minutes to answer the following questions. **Your opinions and suggestions are extremely important to us.**

Tennis Center where survey was completed: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_

**Please circle the response that applies:**

- 1) Are you a Miami Beach Resident? YES NO
- 2) Are you a Tennis Center Yearly Member? YES NO
- 3) How often do you play? 4x or more/week 2x/week 3x/week 1x or less/week  
1- 2 x/month 5 - 6 x/year
- 4) At which Tennis Center do you normally play? Flamingo North Shore
- 5) What time of day do you normally play? A.M. P.M.
- 6) Do you or your child partake in any programming? YES NO

If YES, circle all that apply: Clinics Private Lessons Group Lessons  
Summer Camp After School Other: \_\_\_\_\_

**Please place a check (✓) to indicate how you rate the following, using a scale from Excellent to Poor:**

#### FACILITY

	EXCELLENT	GOOD	FAIR	POOR
7) Quality of the courts? (e.g. surface, nets)				
8) Quality of the maintenance of the courts?				
9) Quality/condition of facilities (e.g. cleanliness)				
10) Overall rating of facility condition/ maintenance				

#### STAFF

	EXCELLENT	GOOD	FAIR	POOR
11) Professionalism				
12) Knowledge				
13) Responsiveness to your Needs				
14) Overall rating of customer service				

#### QUALITY OF PROGRAMS OFFERED

	EXCELLENT	GOOD	FAIR	POOR
15) Variety				
16) Well-managed (appropriate staff, etc.)				
17) Appropriate mix of private use vs. public use				

#### OVERALL EXPERIENCE?

	EXCELLENT	GOOD	FAIR	POOR

**Please write any additional comments to better explain your answers, or please explain how you feel we could do better?** \_\_\_\_\_

**Thank you for your time!**

OPTIONAL

NAME: \_\_\_\_\_ E-MAIL: \_\_\_\_\_



# ALL TENNIS CENTERS SURVEY ANALYSIS

	YES	NO	1X or less	2X	3X	4X or more	1-2X /month	5-6X /Year	FLA	NSP	AM	PM	Clinics	Private Lessons	Group Lessons	Summer Camp	After School	Other/ Did Not Check Off	Exc.	Good	Fair	Poor	% of Exc.	% of Good	% of Fair	% of Poor
Are You a Miami Beach Resident?	287	72																								
Are You a Tennis Center Yearly Member?	157	183																								
How Often Do You Play (Per Week)?			60	83	79	110	9	10																		
At Which Tennis Center Do You Normally Play?									157	235																
What Time of Day Do You Normally Play?											183	201														
Do You or Your Child Partake in any Programming?	145	197																								
If Yes, Check All That Apply:													79	75	38	33	27	206								
<b>FACILITY</b>																										
Quality of the Courts (e.g. surface, nets)																			94	95	32	13	40%	41%	14%	6%
Quality of the Maintenance of the Courts																			151	149	39	23	42%	41%	11%	6%
Quality/Condition of Facilities (e.g. Cleanliness)																			128	156	53	20	36%	44%	15%	6%
Overall Rating of Facility Condition/ Maintenance																			138	157	41	17	39%	44%	12%	5%
<b>STAFF</b>																										
Professionalism																			224	100	22	7	63%	28%	6%	2%
Knowledge																			219	107	22	6	62%	30%	6%	2%
Responsiveness to Your Needs																			214	103	22	14	61%	29%	6%	4%
Overall Rating of Customer Service																			214	101	22	14	61%	29%	6%	4%
<b>QUALITY OF PROGRAMS OFFERED</b>																										
Variety																			127	148	24	13	41%	47%	8%	4%
Well-Managed (Appropriate Staff, etc.)																			159	119	25	10	51%	38%	8%	3%
Appropriate Mix of Private Use VS. Public Use																			154	117	26	9	50%	38%	8%	3%
Overall Experience																			120	73	13	6	57%	34%	6%	3%

# FLAMINGO PARK TENNIS SURVEY SUMMARY FOR BOTH ROUNDS OF SURVEYS

	YES	NO	1X or less	2X	3X	4X or more	1-2X /month	5-6X /Year	FLA	NSP	AM	PM	Clinics	Private Lessons	Group Lessons	Summer Camp	After School	Other/ Did Not Check Off	Exc.	Good	Fair	Poor	% of Exc.	% of Good	% of Fair	% of Poor	
<b>Are You a Miami Beach Resident?</b>	109	23																									
<b>Are You a Tennis Center Yearly Member?</b>	72	54																									
<b>How Often Do You Play (Per Week)?</b>			15	30	39	46	4	1																			
<b>At Which Tennis Center Do You Normally Play?</b>									137	10																	
<b>What Time of Day Do You Normally Play?</b>											73	78															
<b>Do You or Your Child Partake in any Programming?</b>	48	82																									
<b>If Yes, Check All That Apply:</b>													28	30	14	6	8	64									
<b>FACILITY</b>																											
Quality of the Courts (e.g. surface, nets)																				33	60	24	13	25%	46%	18%	10%
Quality of the Maintenance of the Courts																				34	57	24	18	26%	43%	18%	14%
Quality/Condition of Facilities (e.g. Cleanliness)																				27	56	34	18	20%	41%	25%	13%
Overall Rating of Facility Condition/ Maintenance																				33	57	25	17	25%	43%	19%	13%
<b>STAFF</b>																											
Professionalism																				69	38	18	6	53%	29%	14%	5%
Knowledge																				68	42	15	5	52%	32%	12%	4%
Responsiveness to Your Needs																				71	33	15	13	54%	25%	11%	10%
Overall Rating of Customer Service																				70	33	15	13	53%	25%	11%	10%
<b>QUALITY OF PROGRAMS OFFERED</b>																											
Variety																				31	54	14	9	29%	50%	13%	8%
Well-Managed (Appropriate Staff, etc.)																				44	44	17	8	39%	39%	15%	7%
Appropriate Mix of Private Use VS. Public Use																				39	47	17	7	35%	43%	15%	6%
Overall Experience																				30	22	10	5	45%	33%	15%	7%

# NORTH SHORE PARK TENNIS SURVEY SUMMARY FOR BOTH ROUNDS OF SURVEYS

	YES	NO	1X or less	2X	3X	4X or more	1-2X /month	5-6X /Year	FLA	NSP	AM	PM	Clinics	Private Lessons	Group Lessons	Summer Camp	After School	Other/ Did Not Check Off	Exc.	Good	Fair	Poor	% of Exc.	% of Good	% of Fair	% of Poor	
Are You a Miami Beach Resident?	178	49																									
Are You a Tennis Center Yearly Member?	85	129																									
How Often Do You Play (Per Week)?			45	53	40	64	5	9																			
At Which Tennis Center Do You Normally Play?									20	225																	
What Time of Day Do You Normally Play?											110	123															
Do You or Your Child Partake in any Programming?	97	115																									
If Yes, Check All That Apply:													51	45	24	27	19	142									
<b>FACILITY</b>																											
Quality of the Courts (e.g. surface, nets)																				61	35	8	0	59%	34%	8%	0%
Quality of the Maintenance of the Courts																				117	92	15	5	51%	40%	7%	2%
Quality/Condition of Facilities (e.g. Cleanliness)																				101	100	19	2	45%	45%	9%	1%
Overall Rating of Facility Condition/ Maintenance																				105	100	16	0	48%	45%	7%	0%
<b>STAFF</b>																											
Professionalism																				155	62	4	1	70%	28%	2%	0%
Knowledge																				151	65	7	1	67%	29%	3%	0%
Responsiveness to Your Needs																				143	70	7	1	65%	32%	3%	0%
Overall Rating of Customer Service																				144	68	7	1	65%	31%	3%	0%
<b>QUALITY OF PROGRAMS OFFERED</b>																											
Variety																				96	94	10	4	47%	46%	5%	2%
Well-Managed (Appropriate Staff, etc.)																				115	75	8	2	58%	38%	4%	1%
Appropriate Mix of Private Use VS. Public Use																				115	70	9	2	59%	36%	5%	1%
Overall Experience																				90	51	3	1	62%	35%	2%	1%

## **NSPYC COMMENTS**

**Please write any additional comments to better explain your answers, or please explain how you feel we could do better?**

### **DAY 1 - Wednesday, December 16, 2009 (AM)**

- ❖ Har-True could be better (Slippery)
- ❖ Thicker Har-Tru more slippery
- ❖ Very Good
- ❖ Open Early + do not mix kids with elderly. Clean courts.
- ❖ Also open early + clean after kids.
- ❖ Love this tennis program!!!
- ❖ Additional clinics on weekends.
- ❖ Very high \_\_\_\_\_ facility – as good as \_\_\_\_\_
- ❖ Would be great to have the high school team be able to play at Flamingo on hard courts. We would also be able to get pros to come for tournaments/exhibitions with some hard courts.
- ❖ Satisfied with services.

### **DAY 1 - Wednesday, December 16, 2009 (PM)**

- ❖ Very happy with overall courts – great facility
- ❖ Flamingo Courts BAD
- ❖ Maintain Facilities. More private court time.
- ❖ There needs to be more tennis courts. A lot of courts have been cut on the beach i.e. \_\_\_\_\_, Flamingo, North Shore, Alton Road.
- ❖ Gracias por todo
- ❖ Senior Center needed! – Went to talk to Joanne; happy we have one.
- ❖ Walkways are flooded.
- ❖ Flamingo Park Courts and Facility need to be improved
- ❖ Wanted to buy an ice cream – machine (city machine) took her dollar and tennis offered her a juice (in lieu of)
- ❖ Should have tennis clinics on Fridays and weekends as well. Please contact Ms. Wright – very concerned 786-982-6799

### **DAY 2 - Thursday, December 17, 2009 (PM)**

- ❖ Material of tennis courts.
- ❖ Staff is wonderful! Courts need more hard true

### **DAY 4 - Saturday, December 19, 2009 (AM)**

- ❖ Very Satisfied
- ❖ Fix the doors to the courts and fences
- ❖ Fix the doors to the courts and fences so they close properly
- ❖ AM games should be 90 minutes
- ❖ Doubles in AM on weekends should be for 90 minutes
- ❖ Todos los empleados son senuiciales
- ❖ Not enough courts on weekends for members we are fighting over 4 courts all occupied by pros. Doubles should stay more than singles. Lessons and clinics take over 5 or 6 courts. 4 left for members.
- ❖ To be able to get reservations for at least 2 hours.
- ❖ Good

### **DAY 4 - Saturday, December 19, 2009 (PM)**

- ❖ Palm Trees are dried and dead.
- ❖ Sometimes water to clean shoes is dirty
- ❖ Kids pee and poop and throw trash on the left wall.
- ❖ Sometimes there is weeds in the left court
- ❖ RE: Variety – Groups for 50 and above competitions
- ❖ Doing great!

## **FLAMINGO COMMENTS**

### **DAY 1 - Wednesday, December 16, 2009 (AM)**

- ❖ Overall not satisfied with court quality. Often have trouble with reservations.
- ❖ Pros are great. Facility NOT
- ❖ When City of Miami Beach took interest the quality went up amazingly. Wish they could fix lights on courts 14-17, that at night people wouldn't have to wait for a long time.
- ❖ Great
- ❖ Do maintenance (lawn, etc.) during slow periods e.g. 11-3
- ❖ I also play at private club which has better facilities and staff. Flamingo is pretty good for a public facility.
- ❖ Grass courts would be nice. It would be nice to have again stadium court.
- ❖ Early in morning – courts are sometimes wet – watery system.
- ❖ The guys are great.
- ❖ Because of City of Miami Beach Courts are now better and safer.
- ❖ Children pay \$20 for each clinic. Other programs \$25 quarterly which is very difficult for parent.
- ❖ Please improve locker room cleanliness.

### **DAY 1 - Wednesday, December 16, 2009 (PM)**

- ❖ Lack of maintenance court/lights still missing lights from 2005 hurricane.
- ❖ Need new lights. Court umbrellas for shade.
- ❖ Lights are terrible #6
- ❖ Lights are terrible
- ❖ Allow brothers and sisters (siblings) to join as family
- ❖ I believe if the centers and building would be in better condition, the management would be much better.
- ❖ North Shore courts are in much better condition. Flamingo courts are better than they were before, but already deteriorating.
- ❖ Courts in very bad condition. 4 third world facility –
- ❖ The courts stink
- ❖ Fix Bathrooms!
- ❖ Polo Park courts are in terrible condition 2 out of 4. (no nets/uneven surface)
- ❖ I am very satisfied with the classes that my daughter takes – but I know nothing about the courts.
- ❖ Very happy with overall courts – great facility
- ❖ Flamingo Courts BAD –
- ❖ During busy hours, a better plan for playing time; perhaps 1 ½ hours for doubles and 1 hour singles.

### **DAY 2 - Thursday, December 17, 2009 (AM)**

- ❖ The past 6 years were very bad, but has improved this year.
- ❖ Do not tear courts – save the \$
- ❖ Resident tennis players are being punished by ridiculously high non-resident fees. Non-resident friends will not play on the beach so we have to travel most of the time to other courts. Please compare non-resident fees at other facilities around South Florida. None is even close to \$8/hour.

### **DAY 4 - Saturday, December 19, 2009 (AM)**

- ❖ Could be better lighting, could be better staff and more helpful and friendly
- ❖ The conditions of the courts have improved but are still in fair condition, unlike North Shore.
- ❖ Need better and more responsive management who are on site!
- ❖ Their program is fabulous – I bought an apartment here to play in the clinic.
- ❖ May I suggest a doubles clinic. The sprinkler needs better maintenance/adjustments
- ❖ Much better court conditions than 6 months ago.
- ❖ I like things as they are and feel like tearing things down to build something shiny is a waste of taxpayer money.
- ❖ Need better courts URGENT!
- ❖ The quality of the courts bears more weight than the other facility factors. The staff is great and the programs are good.

### **DAY 4 - Saturday, December 19, 2009 (PM)**

- ❖ Hit or Miss when you receive good service, court condition has improved, but we'll see if quality continues.
- ❖ During overhaul please have interruption short as possible.
- ❖ During busy hours, a better plan for playing time; perhaps 1 ½ hours for doubles and 1 hour singles.
- ❖ I feel like there is no real way for the staff to improve the "experience" when the management does not listen to them. When I have a concern the staff just tells me to "speak to Victor".
- ❖ The staff is fine but unempowered – for an average municipal courts they are grossly under leveraged and specifically for activity like Miami Beach.
- ❖ Love Match Tough with Frank

## **NSPYC COMMENTS**

***Please write any additional comments to better explain your answers, or please explain how you feel we could do better?***

### **DAY 1 – Wednesday, January 6, 2010 (AM)**

- ❖ A fabulous tennis center and courts. Friendly players and pro, excellent.
- ❖ A Superb facility with excellent and caring pros.
- ❖ Very Good
- ❖ Better bathrooms and wind screens
- ❖ More clinics
- ❖ Earlier AM classes in addition to 9:30/10 ex: 8AM

### **DAY 1 – Wednesday, January 6, 2010 (PM)**

- ❖ Good
- ❖ Please let Greensquare inc. stay and keep our kids healthy and happy.
- ❖ I grew up on these courts and wished we had these facilities, programs, and pros when I was a kid. My 2 sons are great players thanks to Coach Victor and team.
- ❖ They're doing very well.
- ❖ Please renew the contract of Greensquare.
- ❖ More courts in Flamingo Park.

### **DAY 2 – Thursday, January 7, 2010 (AM)**

- ❖ Para los residentes de Miami beach el uso de las canchas de tennis deberia ser gratis porque yo me tengo que ir hasta Sunny Isles to play free there yo no voy a pagar sorry.
- ❖ Cleaner bathrooms.
- ❖ When sprinklers aren't working properly the courts are a bit wet hence the "good" in court quality.

### **DAY 2 – Thursday, January 7, 2010 (PM)**

- ❖ Lower prices at certain times a day to attract more users with moderate means also, monthly memberships.
- ❖ Residents needed...(\_\_\_\_) would like more access for \_\_\_\_.
- ❖ Estoy muy contenta con todos los chicos (\_\_\_\_) que participant .
- ❖ Need to improve quality of the maintenance of the clay courts.
- ❖ Please be so kind and maintain the clay courts \_\_\_\_\_ the net after practice.

### **DAY 3 – Friday, January 8, 2010 (AM)**

- ❖ Lack of English language skills is a big problem. Desk never has info on process, schedules of clinics, etc.
- ❖ Staff very friendly.

### **DAY 3 – Friday, January 8, 2010 (PM)**

- ❖ Tourist from Montreal, Canada

### **DAY 4 – Saturday, January 9, 2010 (AM) – Rained All Day**

## **FLAMINGO COMMENTS**

### **DAY 1 – Wednesday, January 6, 2010 (AM)**

- ❖ Fabulous there wonderful I love the clinics.
- ❖ Some staff are excellent and the court maintenance has improved.

### **DAY 1 – Wednesday, January 6, 2010 (PM)**

- ❖ The courts have improved but still needs work.
- ❖ People should clean after playing.
- ❖ Unfriendly management.
- ❖ Bad management! We need a new management!!!!
- ❖ The staff is excellent and it's a great facility for Miami Beach but could use an upgrade.

### **DAY 2 – Thursday, January 7, 2010 (AM)**

- ❖ Courts NOT great and need improvement.
- ❖ Every court should have a chair or bench. Thanks
- ❖ A white or green plastic chair at each court.
- ❖ The current maintenance is much better the city fixed the courts before the condition was not.
- ❖ Courts are much better the last year. More bags on court much better.

### **DAY 2 – Thursday, January 7, 2010 (PM)**

- ❖ Great clinic and staff
- ❖ Staff is great and positive
- ❖ Love great \_\_\_\_\_(greg)
- ❖ WE NEED BETTER LIGHTS!!!!!!
- ❖ I think this place is very good
- ❖ I think that the quality of this tennis park is amazing.
- ❖ My two kids have been playing at flamingo for two years now and we always have been treated with great professionalism. To come here is the highlight of the week!!!
- ❖ You facilities are perfect.
- ❖ My son love, the group lesson plus wants to start coming three times a week after school.
- ❖ Bollietieri Academy is an excellent addition to the park. My son is thrilled.
- ❖ Having these facilities in Miami is excellent for my family.
- ❖ Fantastic
- ❖ Well managed. Great group of managers.
- ❖ Thanks to ms Bollietieri and m victor we can give our child an outstanding sport program.
- ❖ Kid loves coming.

### **DAY 3 – Friday, January 8, 2010 (AM)**

- ❖ Please work on improving the courts, not the other facilities. We don't need LA Sports Club – we need tennis courts that can withstand a few drops of rain.
- ❖ Pros use too many courts at North Shore and if courts are wet pros get courts first before paying Beach residents.
- ❖ Pros use too many courts, if courts are wet, pros play and we don't. Courts need more clay – lines are getting raised.
- ❖ More programs for juniors.
- ❖ AMAZING
- ❖ Pros always get preference over paying beach members.
- ❖ I visit twice/year – the staff is always helpful and enthusiastic.

### **DAY 3 – Friday, January 8, 2010 (PM)**

- ❖ The instructional staff has always been great. The Management lacks professionalism, courtesy, and a commitment to maintain the facilities.
- ❖ Save the ficus tree near court 14.
- ❖ Water on courts is often warm. Need new coolers or more ice. Victor is rude to the customers. Need a place to sit on at each court.
- ❖ Great Group of Pros.

### **DAY 4 – Saturday, January 9, 2010 (AM) – Rained All Day**

**ATTACHMENT B**

**CITY OF MIAMI BEACH**  
**BUDGET AND PERFORMANCE IMPROVEMENT**  
**INTERNAL AUDIT DIVISION**

**GREENSQUARE, INC. MANAGEMENT AGREEMENT AUDIT  
(TENNIS CENTERS)  
APRIL 15, 2007 – DECEMBER 31, 2009**

**Hours of Operation/Fees** (Horario de Operación/Costo)

Mon. - Fri. (lun.-vier.) 8:00 a.m. - 9:00 p.m.  
Sat. & Sun. (sáb. y dom.) 8:00 a.m. - 8:00 p.m.  
Court fees (Renta de Canchas): \$4/hr res. (\$8/hr. non-res.)

**Annual Pass (Pases anuales)** (10/01 - 09/30)

Junior (Jovenes): \$50 res. (\$75 non-res.)  
Adult (Adultos): \$185 res. (\$375 non-res.)  
Senior (65+): \$150 res. (\$250 non-res.)  
Family of 4 (2 adults/2 children): \$400 res. (\$700 non-res.)

*For additional program information call 305-673-7761 or visit us at [www.gsibollettieri.com](http://www.gsibollettieri.com). (Para más información sobre los programas llámenos ó visite nuestra página de internet en el [www.gsibollettieri.com](http://www.gsibollettieri.com).)*

***Please note an additional night fee of \$1.50 (light fee) will be applied to daily court usage and Annual Pass fee. (Note que hay un costo de \$1.50 para el uso diario de las luces incluyendo los pases anuales.)***

**Monthly Jr. Afterschool Tennis** (Tennis después de la escuela)  
**Pee Wee** (ages/edades 4-6)

Tues. - Thurs. (mar.-jue.) 4:00 p.m. - 5:30 p.m.

**Junior** (ages/edades 7-12)

Tues. - Thurs. (mar.-jue.) 4:00 p.m. - 5:30 p.m.

For fees visit: [www.gsibollettieri.com](http://www.gsibollettieri.com)

**Additional Program Offerings** (Programas adicionales)

Open Ladder Tournament, Leagues, Beginner, Intermediate & Advance Clinics available. (Torneos, ligas y clínicas.)

