



# MIAMI BEACH

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

## COMMITTEE MEMORANDUM

TO: Land Use & Development Committee Members

FROM: Kathie G. Brooks, Interim City Manager

DATE: September 19, 2012

SUBJECT Discussion of RFP for Tennis Maintenance and Bifurcating Maintenance and Operations

### INTRODUCTION

Commissioner Jonah Wolfson and the City Commission referred a Discussion of the RFP for Tennis Maintenance and Bifurcating Maintenance and Operations to the Land Use & Development Committee at the June 6, 2012 Commission meeting.

### BACKGROUND

In June of 1996, the City Commission approved the General Obligation Bond Parks Master Plan for the restoration of the City's parks system and on November 2, 1999 the citizens of Miami Beach approved the 1999 General Obligation Bond Program to improve the City's parks. Included in this program were enhancements for the North Shore Park and Flamingo Park Tennis Centers. Following the approval of the bond program, and in consideration of the impending improvements to the tennis centers, there were on-going discussions by the tennis players using the facilities; the City Commission and the City Administration to cost effectively enhance the levels of professionalism, operations and maintenance of the tennis centers to compliment the planned renovations. Based on these discussions and the desire to enhance the services to the City's tennis playing community the City Commission authorized the issuance of a Request for Proposals (RFP) for the professional management and operations of the City's tennis centers rather than continue to manage and operate them using City employees, as had been the previous practice.

On April 10, 2002, the City Commission adopted Resolution No. 2002-24820 authorizing the execution of the initial agreement for the comprehensive professional tennis management and operations services for the Flamingo Park Tennis Center with Green Square, Inc. Included in the comprehensive management and operations agreement was the following scope of services:

Overall Tennis Centers Management in accordance with City policy, directives and established policies including but not limited to:

- a. Tennis court reservation services
- b. Facility/court monitoring
- c. Tennis lessons reservations
- d. Food and beverage service (if applicable)
- e. Pro shop operations
- f. Courts/grounds/buildings maintenance to City specifications
- g. Booking of local, regional and state tennis tournaments
- h. Marketing, promotion and advertising of the City's Tennis Centers to residents, day guests and Miami Beach hotels.
- i. Must provide summer and specialty camps based on full day Recreational Division Camp format.
- j. Must adhere to all City of Miami Beach established tennis center rules (to be jointly developed by the City and Contractor.)
- k. Tennis professionals must possess and maintain an occupational

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- license.
- l. Collection and accounting of all revenues.
- m. Payment and accounting of all expenses in a timely manner.
- n. Formulation and implementation of operating programs, business plans, and budgets.
- o. Handling of personnel including employment, (including certified background investigations), training, and terminations.
- p. Preparation of monthly and annual financial operating statements in a format acceptable to the City.
- q. Operate the facility in accordance with a City of Miami Beach Tennis Centers Policy Manual to be jointly prepared by the selected proposer and the City.
- r. At minimum comply with the City's facility and courts maintenance standards.

## **ANALYSIS**

The initial agreement for the comprehensive professional tennis management and operations services for the Flamingo Park Tennis Center with Green Square, Inc. expired in 2007. In April of 2007, following a competitive bidding/selection process Green Square, Inc. was awarded its current agreement for the management and operations of the Flamingo Park and North Shore Park Tennis Centers.

The current agreement with Greensquare Inc., for the management and operations of the City's tennis centers was due to expire in April, 2012. It was the Administration's intention to issue a Request for Proposals (RFP) in a timely manner to avoid any break in quality operations or services to the City's tennis-playing residents and guests. In an effort to accomplish this the Administration sought the direction of the City Commission.

On October 27, 2011, the Finance and Citywide Projects Committee held a discussion pertaining to the "Issuance of the Request for Proposals (RFP) for the Comprehensive Professional Tennis Management and Operations Services at the City's Flamingo Park and North Shore Park Tennis Centers".

The discussion focused on the issues related to the timing of the issuance of this RFP, taking into consideration that the Flamingo Park Tennis Center was anticipated to be under complete reconstruction in the near future. It was reported at that time it was anticipated that the demolition and construction of the Flamingo Park Tennis Center would begin in January, 2012. It was further reported that the construction would take approximately one year, with an expected completion date of January, 2013. Since that meeting, this schedule has now been modified with the actual construction beginning in May, 2012. It is currently projected the Flamingo Park Tennis Center will be completed and ready for its grand reopening early summer, 2013.

Following discussion of the issue at their October 27, 2011 meeting, the Finance and Citywide Projects Committee recommended that the RFP for the selection of the operator of the City's tennis facilities not be issued at this time but, rather, that the RFP be issued with sufficient time for the selected operator to be able to assume operations of the tennis facilities concurrent with the opening of the renovated Flamingo Park Tennis Center. As such, they recommended the extension of the current Agreement with Greensquare, Inc. on a month-to-month basis until such time as that competitive process is complete. This recommendation was approved by the City Commission at the February 8, 2012 Commission meeting.

As previously stated, at this time it is the Administration's intention to issue a Request for Proposals (RFP) for the Comprehensive Professional Tennis Management and Operations Services at the City's Flamingo Park and North Shore Park Tennis Centers that would include both the professional operations and required maintenance of the City's tennis centers.

The following information is provided for consideration when determining if bifurcating the operations and maintenance of the tennis centers is in the best interest of the City.

- Prior to April 10, 2002, when the City Commission adopted Resolution No. 2002-24820 authorizing the execution of the initial agreement for the comprehensive professional tennis management and operations services for the Flamingo Park Tennis Center with Green Square, Inc. the City's tennis centers were staffed, operated and maintained by city employees. Based on the Parks & Recreation Department budget submittal for F.Y. 2001/2002 a total of 9 full and part-time city staff were dedicated to the maintenance functions at the City's tennis centers. This included;
  - 2 PT Tennis Center Managers (25% of time dedicated to maintenance)
  - 2 FT Municipal Service Worker III
  - 5 FT Municipal Service Worker II

The projected annual salary only (not included benefits) for the tennis centers maintenance staff members was \$194,880. Additionally, there were costs for tennis court maintenance materials, maintenance equipment etc. The Green Square Inc. agreement assumed the cost of maintenance for the tennis centers and the City's expense was reduced by the amount expended for these functions.

As points of information please see the attached cost estimate (Attachment A) that reflects basic level of tennis courts maintenance should the City wish to return to the practice of having City employees maintain the tennis courts.

- Please see Attachment "B" for an overview and comparison of municipally operated tennis courts/centers in our area and the method they are managed.
- The Parks & Recreation Administration is also researching the option of having a tennis courts construction company, such as Fast-Dry Courts, the contractor currently constructing the Flamingo Park tennis courts to provide a bid to provide a monthly maintenance service inspection and maintenance to ensure the courts at both tennis centers are maintained to the standards specified by the contractor. The day to day brushing, watering, line adjustments etc., would be the responsibility of the tennis management company awarded the agreement.

## **CONCLUSION**

The Administration recommends it would be most effective for accountability and cost effectiveness that the operations and maintenance of the City's Tennis Centers continue to be the responsibility of the City Commission approved vendor. It is anticipated the Flamingo Park Tennis Center will be re-opened in early summer of 2013. In anticipation of the re-opening the Administration currently anticipates issuing the RFP for the Comprehensive Professional Tennis Management and Operations Services at the City's Flamingo Park and North Shore Park Tennis Centers in November or December.

It is the City's intention to include language that will require the awarded vendor to comply with the City's facility and courts' maintenance standards as established by the City and the tennis courts manufacturer's standards and guidelines for hydro-courts. The awarded agreement will include, at minimum, quarterly maintenance inspections by a City approved outside independent certified tennis court builder/manufacturer to ensure courts are up to industry standards. Such inspections are to be paid by the management company, for as long as it is required by the City or as necessary to assure consistency. The Management Company will be responsible to either make or pay for the corrective actions when identified.

CC: Max A. Sklar, Acting Assistant City Manager  
Kevin Smith, Director of Parks and Recreation  
Julio Magrisso, Assistant Director of Parks and Recreation

## DISCUSSION OF RFP FOR TENNIS MAINTENANCE AND BIFURCATING MAINTENANCE AND OPERATIONS

	Classification Name	FT/PT Status	# of hrs. p/day	# of Hours p/year	Starting Hrly Rate	Max Hrly Rate	Median	Yealry Salary	Medicare (0.145%)	Pension (8%)	Insurance	Approx. Salary & Fringe p/year
1	Municipal Service Worker II (Flamingo)	FT	8	2,080	\$ 14.03	\$ 22.66	\$ 18.35	\$ 38,157.60	\$ 55.33	\$ 3,052.61	\$ 4,000.00	\$ 45,265.54
2	Municipal Service Worker II (NSPYC)	FT	8	2,080	\$ 14.03	\$ 22.66	\$ 18.35	\$ 38,157.60	\$ 55.33	\$ 3,052.61	\$ 4,000.00	\$ 45,265.54
3	Municipal Service Worker II (Flamingo)	PT	4	1,040	\$ 14.03	\$ 22.66	\$ 18.35	\$ 19,078.80	\$ 27.66	\$ 1,526.30	\$ -	\$ 20,632.77
	Municipal Service Worker II (Flamingo)	PT	4	1,040	\$ 14.03	\$ 22.66	\$ 18.35	\$ 19,078.80	\$ 27.66	\$ 1,526.30	\$ -	\$ 20,632.77
	Municipal Service Worker II (NSPYC)	PT	4	1,040	\$ 14.03	\$ 22.66	\$ 18.35	\$ 19,078.80	\$ 27.66	\$ 1,526.30	\$ -	\$ 20,632.77
4	Municipal Service Worker II (NSPYC)	PT	4	1,040	\$ 14.03	\$ 22.66	\$ 18.35	\$ 19,078.80	\$ 27.66	\$ 1,526.30	\$ -	\$ 20,632.77
5	To Cover for Vacations/Sick/Holidays - 60 days	PT		480	\$ 14.03	\$ 22.66	\$ 18.35	\$ 8,805.60	\$ 12.77	\$ 704.45	\$ -	\$ 9,522.82
											<b>TOTAL</b>	<b>\$ 182,584.96</b>

\* Centers open from 8:00 am - 9:00 pm; 7 days per week. Staff would be brushing lining (2-4 times daily, scarifying, adding material and general upkeep, etc..

	Materials	Qty. p/court	# of Courts/ Site	Approx. Cost	Subtotal	Duration
1	Clay*	100	27	\$ 10.00	\$27,000.00	Yearly
2	Lines*	1	27	\$ 300.00	\$ 8,100.00	Every 2 yrs
3	Miscellaneous (Nets, Windscreens, rollers, brushes, center hooks, filters, etc...)	1	2	\$ 5,000.00	\$10,000.00	Yearly
				<b>TOTAL</b>	<b>\$45,100.00</b>	

\* For severe storms (i.e. Tropical/Hurricane), more material may be needed.

LUDC#57

**ATTACHMENT "B"**

**TENNIS COURTS/CENTERS CONTRACTOR  
MANAGEMENT COMPARISONS**

**2012**

Tennis Contractor Comparisons  
yr 2012

**LUDC#58**

	<u>Coral Gables</u>	<u>Crandon</u>	<u>Tropical</u>	<u>Continental</u>	<u>Ives Estate</u>	<u>Tunimami</u>	<u>Miami Beach</u>
<i>Contractor (Yes or No)</i>	No	Yes	Yes	Yes	Yes	Yes (Friend of Miami)	Yes
<i>City/County Staff (Yes or No)</i>	Yes	Yes- (Maintenance Only)	No	No	No	No	No
<i>Who Collects the \$\$</i>	City	County	Contractor	Contractor	Contractor	Contractor	Contractor
<i>Fee Arrangement</i>	Pro on Salary Plus Commission	\$2,600/mo plus 10% of gross	\$2,750/mo plus 5% of 1st \$5,000 plus 5% of over \$5,000	\$1,300/mo plus 3%	\$750/mo plus 5% of gross	\$550/mo	\$3,250/mo- (threshold of \$600,000/yr) plus 5% of food and Bev.
<i>Maintenance Performed by:</i>	City	County	Contractor	Contractor	Contractor	Contractor	Contractor - tennis centers City - neighborhood parks



# MIAMI BEACH

OFFICE OF THE MAYOR AND COMMISSION

## MEMORANDUM

TO: Jorge M. Gonzalez, City Manager  
FROM: Jonah Wolfson, Commissioner  
DATE: May 31<sup>st</sup>, 2012  
SUBJECT: **Agenda Item**

Please place on the June 6<sup>th</sup>, 2012, Commission Meeting Agenda a referral to the Land Use and Development Committee for the discussion of RFP for tennis maintenance and bifurcating maintenance and operations.

If you have any questions, please contact Leonor Hernandez at extension 6437.

JW/lh