

#160379

CITY OF  
**GAINESVILLE**  
every path starts with passion  
FLORIDA

# Tennis Operations Study

City Commission Presentation

 Barth Associates

# Purpose and Objectives



## **Purpose:**

- Alternatives for providing comprehensive professional tennis services

## **Objectives:**

- Identify needs and desires of the “tennis community”
- Develop vision for the City of Gainesville’s tennis operations
- Identify alternatives to implement the preferred model/ vision.

# Recommendations



- **Maintain Private Contractor Model**
- **Re-Bid Contract:**
  - Simpler submittal requirements
  - More specific City parameters
  - More contractor flexibility



# Outline

- Context + Overview
- Study Process
  - Interview Findings
  - Public Meeting
  - Additional Research
- Recommendations
- Discussion



# Outline

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- PRCA Mission + Vision
  - Venues
  - Needs Assessment
  - Process + Interviews
  - Service Delivery Models

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- Question + Answer





## **Mission:**

*“To provide and maintain the natural, recreational and cultural places and programs that make Gainesville a great place to live, work and visit; and that help sustain the City economically, socially and environmentally.”*

## **Vision:**

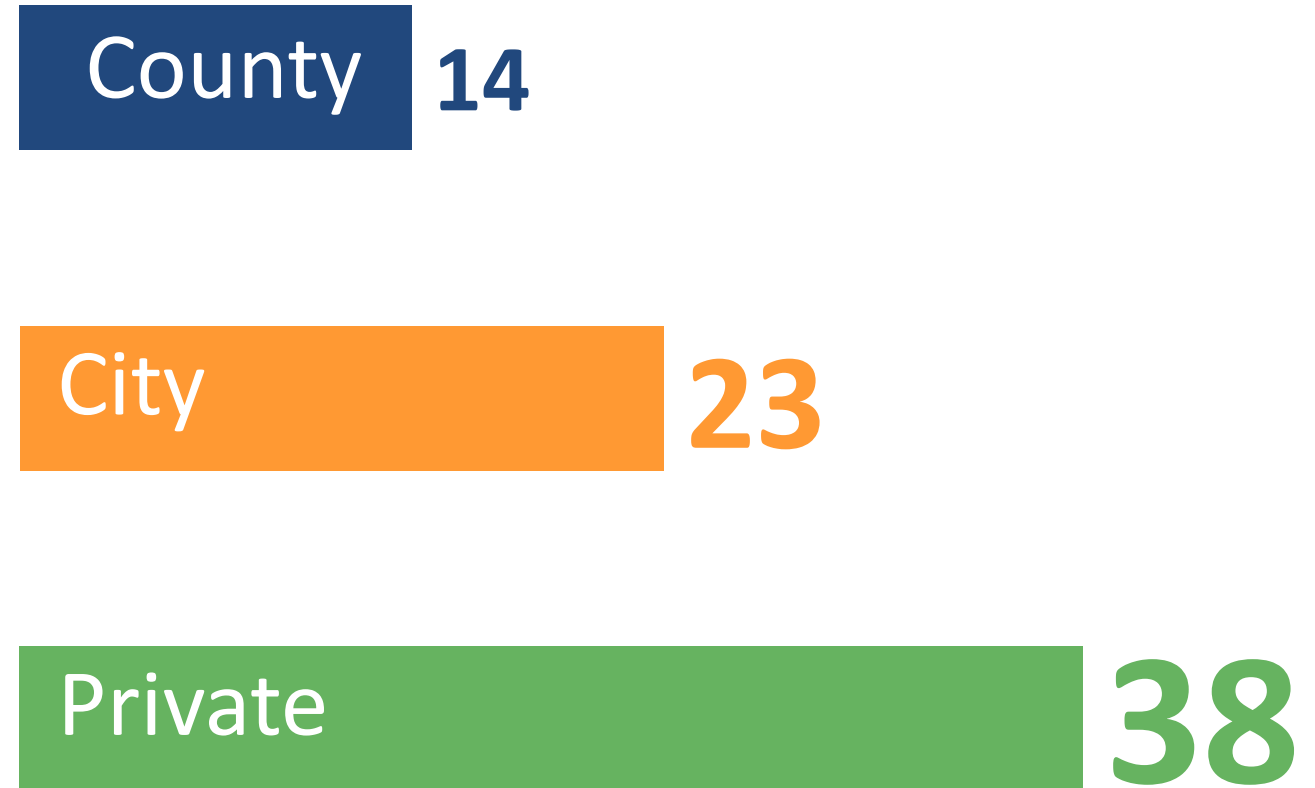
*“To be seen as the keepers and hosts of these places where nature, recreation and culture meet, offering memorable experiences for every visitor.”*

# Gainesville Area Tennis Venues

Total:

75

Tennis Courts



# 2012 Survey

## 2012 Importance-Unmet Need Assessment Matrix for the City of Gainesville Parks, Recreation and Cultural Affairs Department Facilities

(points on the graph show deviations from the mean importance and unmet need ratings given by respondents to the survey)  
 mean importance

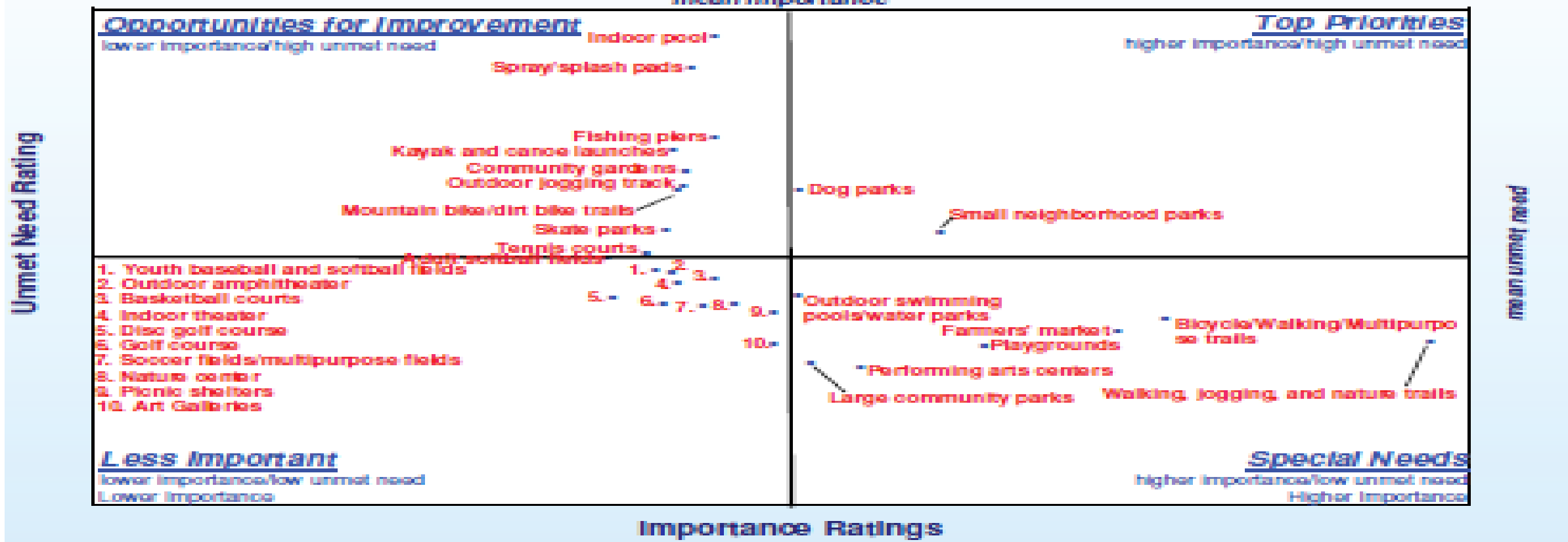


Figure 23: Importance - Unmet Needs Matrix for Facilities



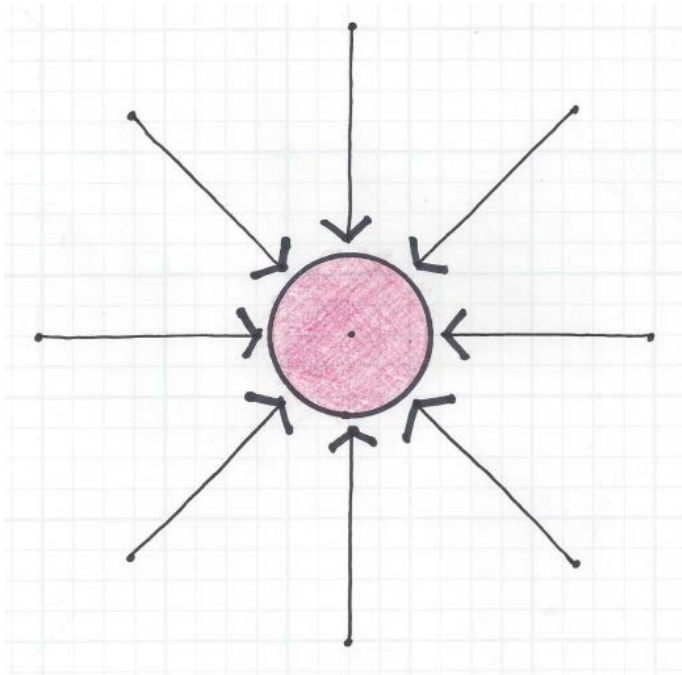
# 2011 State Survey (SCORP)

Region	% of Participation*		Total Participation**		Level of Service (Courts/1,000 Participants)	
	Residents	Tourists	2011	2020	2011	2020
Northwest	9	5	522,382	599,983	0.99	0.86
<b>North Central</b>	11	5	186,326	210,521	2.00	1.77
Northeast	15	5	530,098	616,960	1.15	0.99
Central West	11	5	927,196	1,065,536	1.31	1.14
Central	8	5	1,647,019	1,923,472	0.72	0.61
Central East	13	5	515,963	593,200	1.93	1.68
Southwest	13	5	678,124	792,407	1.70	1.46
Southeast	14	5	1,567,782	1,759,210	2.00	1.78
<b>Statewide</b>	12	5	6,581,157	7,579,192	1.40	1.21

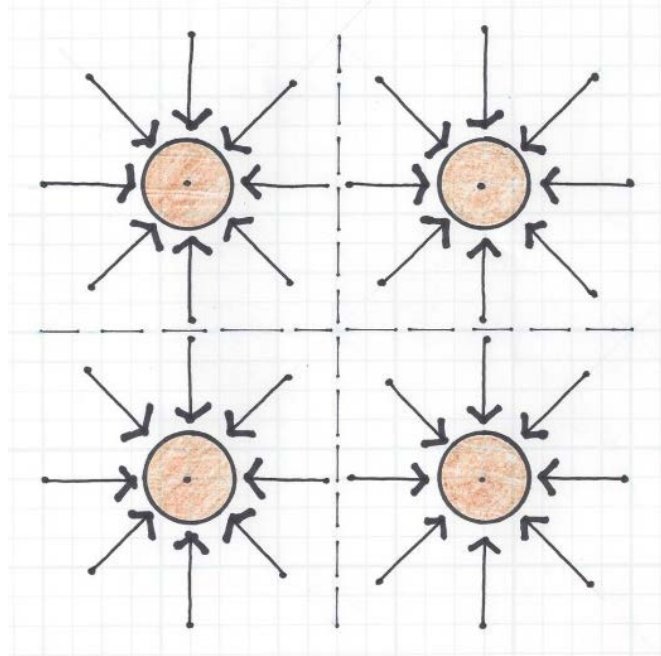
**Gainesville Pop:** +/- 127,500  
**Participants:** +/- 14,000

**“Need”:** +/- 28

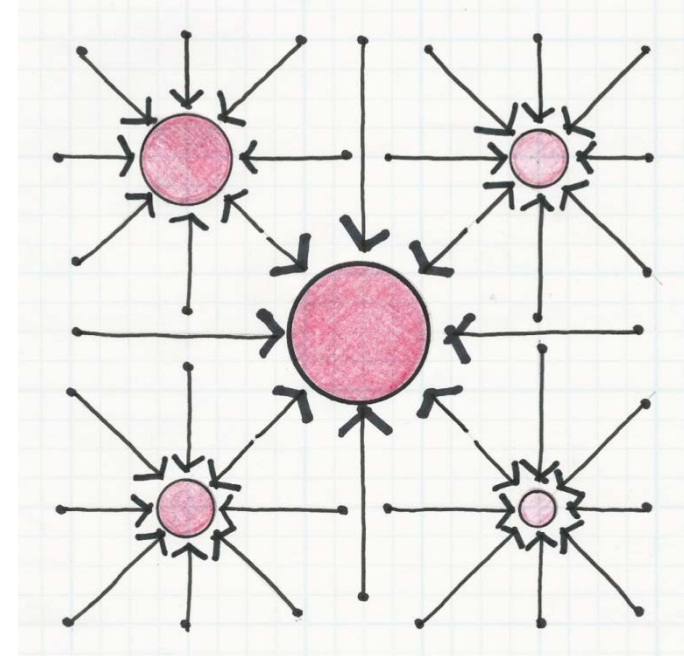
# Service Delivery Model?



Centralized



Equity

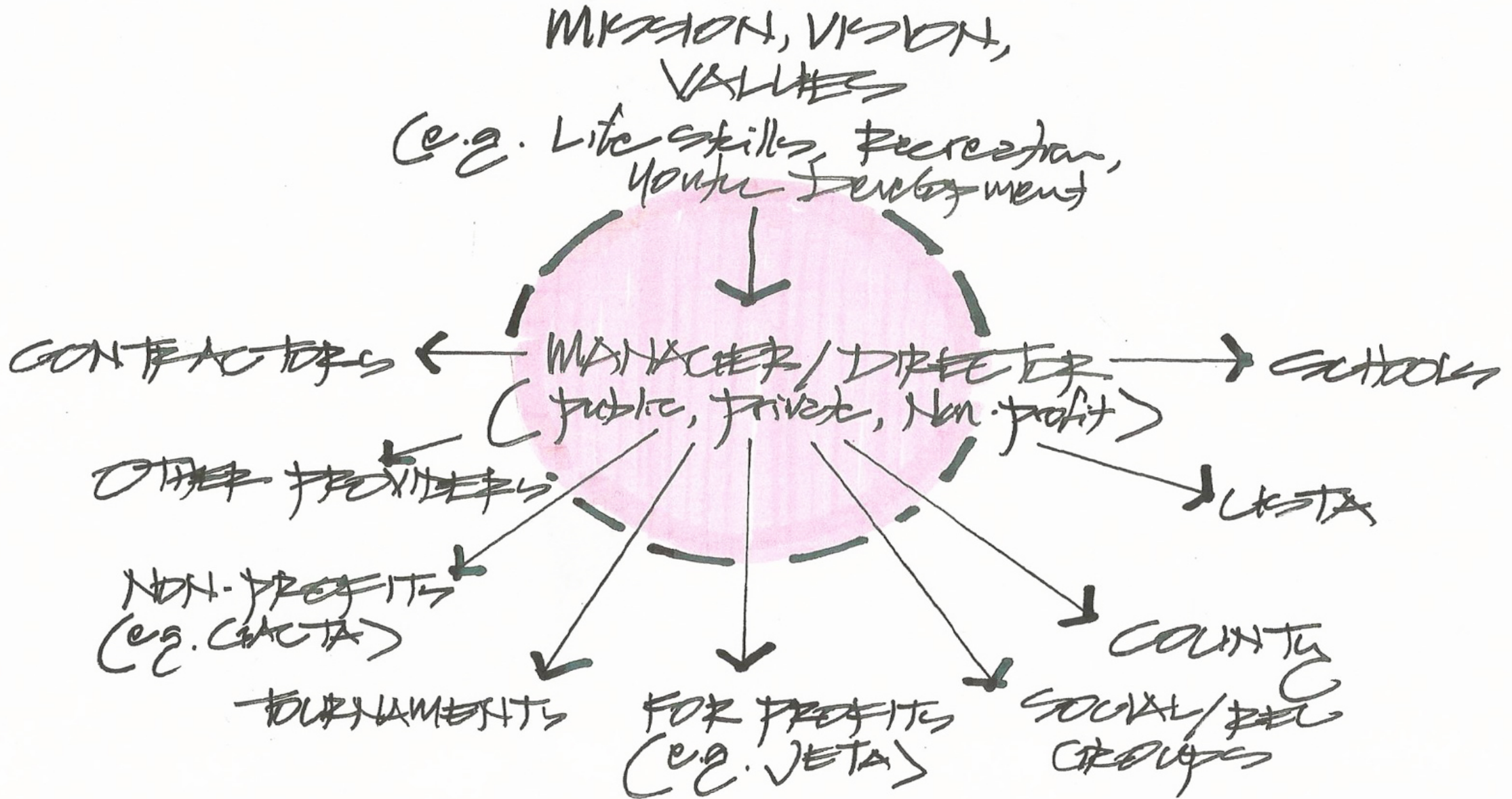


Hub & Spoke

Hub – Joyce Oransky Tennis Center

T.B. McPherson Complex, Northeast Park,  
Northside Park, NE 31st, Cofrin Nature Park

# Management Model?







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# Study Process

- Interview City staff and selected stakeholders (January 18, 25)
- Summarize findings
- Present interim findings for discussion, additional input (March 7)
- Develop financial models
- Develop recommendations
- Review with stakeholders (Date TBD)

# Interview Representatives



- Gainesville  
Director of Tennis
- Youth Tennis
- Pickleball
- Private Clubs
- Gainesville Area  
Community  
Tennis Association  
(GACTA)
- Junior Elite Tennis  
Academy (JETA)
- Players
- City Staff
- United States  
Tennis Association  
(USTA)
- Aces in Motion
- Special Olympics

# Interview Questions



- What are the needs/issues for tennis in Gainesville?
- What is your vision/recommendation for addressing the needs/issues?
- What type of model (public, private, etc.) would you envision as a solution?
- What should the City's role be in accomplishing the vision, as opposed to the private sector's role?
- How should the vision for tennis be funded (user fees, taxes, etc.)?

# 1. Gainesville Tennis Needs | Issues

- City's mission, objectives, role
- Access/programs for youth, seniors, disabled
- Qualifications of instructors
- Growth of pickleball
- Use, programs for satellite sites
- Court allocation
- Multiple user groups
- Diverse user needs
- Relationship with schools
- Cost recovery, revenue goals
- Coordination between sites
- Profit incentives
- Maintenance





# 2. Vision | Recommendations

- Hub and spoke model, different roles for each venue
- Create a new racquet-sports complex
- More programming, lessons, clinics, and promotion
- City employee at all venues
- Coordinate with UF to provide lessons
- New indoor, air-conditioned facility
- On-line booking system
- Improved maintenance and amenities
- Pro shop at key venues, e.g. Westside
- More USTA matches, tournaments, special events
- Food trucks
- Junior programs at schools, youth development, community outreach



# 3. Alternative Management Models

- Three models/ options:
  1. Status quo, re-bid
  2. Private contractor with City parameters, re-bid
  3. City employee
- Who allocates court time, aligns program with City goals?
- One person shouldn't have control of every public court in town
- City-run program provides more security, ensures equity
- Reasonable cost-recovery goal +/- 50%
- Manager needs to have passion, business experience, tennis credibility
- Higher management costs because of multiple locations
- Contractor will focus full-time on program, create more of a club feel
- Everyone should do what they do well
- Entrepreneur vs. employee
- Divide contracts up?
- Treat tennis similar to other sports, e.g. schedule court times for different groups
- **Could work either way**





# 4. City's Role?

- Build and maintain facilities
- Run programs in-house, similar to other sports
- Build good relationships, take active role in collaboration, promotion, advertisement
- Define values, what we want to achieve
- Grants for programs, shared resources
- Decide how to assign resources
- Provide learn-to-play opportunities
- Define long term goals, e.g. sustain tennis?
- Monitor customer satisfaction



# Public Comment

- Need better coordination and collaboration
- The tennis operations manager should be a public employee
- What's wrong with the current operations model? (contractor)
- Create “gravity forms” to track court use
- The benefits of a public manager are that they can hire and fire
- The benefits of a private manager are motivation, entrepreneurialism
- Tennis has changed significantly including special needs, tournament play, wheelchair tennis
- “Tennis Memphis” is a good example of a non-profit program
- What is the mission/ vision for tennis in Gainesville, including maintenance and programs?
- Proceeds should go to helping serve underprivileged; could work under either public or private scenario
- What is the mission re: serving the underserved?
- Outdoor 3-wall and 1-wall racquetball is booming, should re-purpose Westside courts
- Pickleball is “where it's at”!; need to work with County to provide more pickleball courts, including MLK



# Comparables Research



**2014 TENNIS  
CHAMPIONSHIPS**  
DIVISION II

**Sanlando Park**  
**May 14-17**  
**Admission - \$7/day**

**CHAMPIONS**  
SERIES

- Staff contacted 24 municipal/ county tennis programs in Florida
- Data collected on 20 programs
- 11 programs managed by private contractor; 9 programs managed by public employee

# Financial Analysis

- City staff obtained financial reports from current private contractor
- Based on the data from these reports, staff prepared annual financial proformas for both a public and private operator
- City would receive between \$0-20,000 per year from a private contractor; would potentially lose between \$60,000-90,000 with City employee



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Q+A