



MOUNTAIN VIEW
TENNIS

**RESPONSE TO REQUEST FOR PROPOSALS:
GOLDEN GATE PARK TENNIS CENTER OPERATIONS**

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SUBMITTED BY:

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dba Mountain View Tennis



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SECTION C. Executive Summary

We are pleased to present our proposal for the Operator of the Golden Gate Park Tennis Center. This is an extremely exciting opportunity to be a key part of the revitalization of tennis in Golden Gate Park and create a **marquee destination** that will draw in people from **all backgrounds** to celebrate tennis. The potential is enormous, yet it will only be reached under the direction of a **highly qualified, experienced operator** like Mountain View Tennis (MVT).

“We envision a **bustling facility** filled with voices young and old, laughter and maybe a few lively debates between players. We will encourage the public to **play and stay** to fulfill the vision of a **community-oriented facility**.”
-Nick Fustar and Todd Dissly

Within our proposal we demonstrate how we will create a successful, thriving operation that will make the **community proud** and GGPTC the **bedrock of tennis** that it is intended to be. MVT is a highly experienced operator who provides an **excellent balance of court usage across all levels/user groups**, high quality and breadth of **programs**, and a proven **track record of success** in similar operations.

We hope that our proposal conveys a clear and concise vision that will come to life under our highly professional model. We hope to form a **great partnership** with the community of San Francisco to make GGPTC the premier tennis facility of Northern California.

Thank you for your time and consideration.

ASPECTS OF THIS PROPOSAL, WHICH MAKE ITS SUPERIOR OR UNIQUE IN ADDRESSING THE NEEDS OF THE CITY

Mountain View Tennis bring more than a **decade of experience** of successfully running a **community-oriented public tennis center**. The combination of Todd Dissly Athletics (TDA) and Eagle Fustar Tennis Academy (EF) provides an **unmatchable breadth of tennis programming** that we continue to develop and broaden. The success of MVT, TDA and EF proves that we are good at what we do. There are many parallels between operating the Cuesta Tennis Center in Mountain View and the GGPTC. In addition, we have put a lot of thought to propose **creative ideas** for the GGTPC facility which we believe will enable it to be **fully utilized by the entire community** (not only tennis players/spectators).

Experience as Public Tennis Operator and Provider of Tennis Services

In 2009 we implemented the much-admired **community-oriented operating model** at the Cuesta Tennis Center (12 courts – with a clubhouse) and provided tennis programs on an additional 23 satellite courts in the City of Mountain View. The former City of Mountain View Recreation Manger Regina Maurantonio wrote,



“MVT has done a fantastic job implementing the “community-oriented business model.”” She also cited our **exceptional efforts to reach out** to the community through special events, new classes and support of existing programs” which speaks to our proven track record of **communication and collaboration**. We take pride in providing **transparency**, which is exemplified by giving regular presentations and providing an annual report to the City of Mountain View Parks and Rec Department. Our experience has taught us that **community growth and balance** is the key to this model, and we specialize in **servicing**

all user groups at all levels of the game, while emphasizing **excellent customer service**.

We are especially proud of our history running Tournaments and Special Programs/Events at MVT. We have successfully taken over the Mountain View Open and added a high-visibility tournament: a NTRP Adult tournament that had over 200 participants this year. Running a successful tournament requires **significant coordination and communication** among a variety of parties: volunteers, referees, players, clubhouse staff and the tournament director. The Mountain View community has actively participated in our annual **Rock & Rally** community event, which offers games, music, food and prizes and a popular fast serve contest. We typically host about 100+ people at these events. We have **collaborated** with St. Francis High school (provided them home courts), Junior Team Tennis (donated courts for youth league use), as well as other key community organizations such as the Mountain View Tennis Club and the Tennis Advisory Board. Our **communication** with the City of Mountain View’s recreation department has been exemplary. We plan on bringing that same level of collaboration to San Francisco, working closely with the City of San Francisco, Tennis Coalition, Golden Gate Park Tennis Club, RPD, local High Schools, and the TLC program.

Our experience has positioned us ideally to **hit the ground running** at GGPTC, especially when combined with the breadth of our tennis programs as discussed below.

Best in Class Quality and Breadth of Tennis Programming

We take pride in having the **highest quality and widest variety** of programming in the Bay Area, starting from low-cost/high quality recreation classes up to elite performance programs. The combination of TDA’s **expertise in 10 and Under** programming and EF’s position as the **premier tennis academy on the West Coast** ensures that our services will be the “**best in the business.**” We have been recognized as having the top 1% in the industry **at growing participation and maintaining quality programs for the entire community** and have received various honors as industry leaders from the USTA. In 2009, TDA was named an **USTA Early Development Center**, and in 2010, EF was named an **USTA Regional Training Center**. We will provide a wonderful **balance of programs** similar to those that we have successfully established in other locations. All of our programs are shown in the Proposed Services section, below.

One highlight of our junior program is our **well-organized and proven player pathway**. As shown in the table below, programs are available across the entire spectrum of ages/abilities. In order for players to graduate from level to level they must demonstrate mastery in specific techniques, tactics, and competitive skills. These competencies ensure that our students are developing complete skill sets and are well-rounded players.

We have helped send more than 75 junior players to college, most of them on a scholarship. Our alumni have attended prestigious universities including Stanford, Harvard, Princeton, Columbia, Carnegie Mellon, University of Pennsylvania, Dartmouth, University of Southern California and Cal Berkeley.

Junior Development Pathway								
Recreation Programs					Junior Performance Programs			
1	2	3	4	5	6	7	8	9
Tennis for Toddlers	Mini Tennis	RallyBall I	RallyBall II	RallyBall III	Core Performance	High Performance	Elite Performance	Full Time
					1 - 4.5 UTR	4.5 - 9 UTR	9 UTR and above	9 UTR and above

Growth of Programs, yet Accessible for all User Groups

We have had tremendous success **growing our programs** historically, while also **balancing court usage** for all user groups. MVT grew all tennis programs (recreation and performance) 20% per year while maintaining community satisfaction. MVT has been particularly successful in the recreation programs, where participation in the recreation programs increased by a factor of 10.

MVT - Recreation Participation			
Year	Junior	Adult	Totals
2009	120	150	270
2013	702	550	1252
2018	1215	827	2042

We were similarly able to increase revenues from court reservations by 20% per year, by streamlining our court reservation system and procedures. Our implementation of **Tennisource.net** for court reservations has proven to be a user friendly and robust tool that has been met with praise by all user groups, and we plan to use it at GGPTC.

History of Success with New Programs. MVT’s most successful new program has been the **Junior Performance** program, which averages 20 players four times per week after just the first year. We also started a **junior summer camp** that averaged 12 students per session in year one and increased by 25% in the second year to an average of 15 students. We also began a **schools program** to introduce local elementary students to tennis. This program has received much enthusiasm from students and positive feedback from school administrators.

Experienced and Professional Staff

Although MVT has almost a decade of experience, it is the offspring of even longer-tenured companies: TDA was founded in 2004 and EF was founded in 2003. The principals of both underlying companies lead **nationally recognized programs** and are well known throughout the industry with **excellent reputations**. Both Nick Fustar, as General Manager (GM), and Todd Dissly, as Director of Tennis (DOT), are committed to

being **on-site full-time** at GGPTC and moving our main office to GGPTC to ensure the facility is operated with the **highest of standards**.

Our **extensive relationships** and large network enable us to hire only the best talent. Our rigorous hiring process and **required training program/curriculum** (including ongoing education) result in a **high caliber of staff**, in particular our coaches.

Community-Oriented Focus at the Forefront of Every Decision

Everything we do is based on the goal of **meeting the needs and wants of the community**, and is reinforced in our mission statement.

Mountain View Tennis Mission Statement

Building Community through Quality Tennis Programs

We view the community as a partner with whom we will have **constant communication** and provide the highest **quality of programs** and best-in-class **customer service**. To do this we must provide **accessible and affordable programs for players of all ages and abilities** to pursue their goals and maximize their potential. This requires **effective management** of the GGPTC in a fiscally responsible manner. To determine if we accomplish this mission, we look to measure **community satisfaction** which means we will actively seek **feedback and suggestions**.

One of the main ways we aim to meet our mission is to provide high-quality high-touch **customer service**. The key to providing quality customer service is being **accessible and responsive** to the customer (the community) to best serve and anticipate their needs and wants. We intend for this to be a central part of our reputation at Golden Gate Park Tennis Center. Our staff approach will be **friendly, helpful, and welcoming of all inquiries and suggestions**. Regina Maurantonio, former Recreation Manager for the City of Mountain View, highlighted our strength in this area, saying that we “**excel at customer service**” and have “maintained a good working relationship with the City and continue to show a **positive approach** to working through any situation.”

Our commitment to the community is exemplified by our plan to offer **scholarships** to cover a variety of different tennis programs, with the aim of reaching **as many beneficiaries as possible**. We will encourage TLC participants interested in tennis to apply for the Rec/Schools Program scholarships.

Scholarship Opportunities	
Full Time Program	\$24,500
Tournament travel	\$5,500
Rec / Schools Program	\$5,000
Middle School Coach	\$5,000



We will **engage the community** with a Grand Opening “Rock & Rally” as well as ongoing events and a monthly newsletter. Our **Rock & Rally** will be open to the public and we will send a special invitation to our known community groups: the Tennis Coalition, Seniors, USTA League Captains, RPD, Golden Gate Tennis Club, TLC programs and various youth groups, pickleball community, and the City of San Francisco staff. The event will be a great way to introduce our staff and get to meet members from various user groups. The event will feature music, fast serve contest, beat the pro, as well as a number of our signature **Gladiator Games** for every age and ability. **Ongoing events** will include Community Play Days, Adult Mixers, and a variety of social events that will enliven the facility. Our **monthly email newsletter** will keep the community informed of the club goings-on, offer periodic discounts on concessions, ask for feedback, and provide a highlights section to “get to know” a staff or community member.

MVT players were the exclusive ball kids for Roger Federer’s Match for Africa in 2018

Plans for Balancing and Maximizing Use of GGPTC

One of the challenges for the Operator of the GGPTC will be to utilize the facility to it's highest and best use for the community, which will mean **various groups** using different parts of the facility at the same time. With our history at the Cuesta Tennis Center, we have an advantage in **anticipating many of the different push and pulls** that will be involved in the **delicate balance of court/facility allocation**. Later in this presentation we have proposed an **efficient court usage plan** based on our experience at Cuesta. We will use **TennisSource.net**, a user friendly and robust POS, court reservation, and online registration system to facilitate scheduling and usage. While the tennis courts are of high importance, the clubhouse facilities will be attractive spaces for a variety of groups and the Operator will need to maximize their usage to be successful. We have put a lot of thought to propose **creative ideas** for the GGPTC facility which we believe will enable it to be **fully utilized by the entire community** (not only tennis players/spectators). Some highlights of Events beyond those previously mentioned include yoga or senior fitness in the Rec Room, Event Watch parties in the Lounge/Garden, and private/corporate parties in the Garden/Conference/Rec Room.

GENERAL MANAGEMENT PHILOSOPHY

Our management philosophy is driven by the environment that we want to create and by the need to have a smoothly operating facility. We aim to create a **family-friendly, warm and inviting facility** that is operating at **maximum efficiency**. Our philosophy therefore incorporates being **approachable, collaborative, leading by example**, and always looking for ways to **improve**. We place **customer service** at the forefront of our vision. **Listening** to the community, having an **open-door policy** and being **flexible** will be critical, as balancing all user groups and growing the tennis community will be main benchmark for our success. With our employees, we provide **clear objectives and standards of excellence**. We actively challenge all employees to **develop relationships** with the community.

One of the core values of our management philosophy is a commitment to **continuous improvement**.

IDENTIFICATION AND RESPONSIBILITIES OF THE PROPOSED SERVICES TEAM

			
Nick Fustar Co-Owner General Manager	Todd Dissly Co-Owner Director of Tennis	Rick Dissly CFO	Allison Johnson Director of Marketing
On site 40 hours per week	On site 40 hours per week	Directly oversees Director of HR and Payroll	Development of the overall Marketing strategy. Continuous analysis of competitive environment
Overall management of GGPTC	Responsible for all aspects of the Tennis Programming	Provides financial reports to the GM	Directly oversees Website designer and Social Media Manager
Directly oversees Pro Shop/Front Desk Manager, Director of Marketing, Special Events Coordinator, USTA Leagues Coordinator, Equipment & Maintenance Manager	Directly oversees Recreation Head Coach, Junior Performance Head Coach, Full Time Head Coach		Oversight of implementation of the Marketing strategy - including campaigns, events, digital marketing, and PR
Main point of contact for RPD	Tournament Director of all tournaments		Working closely with the Pro Shop/Front Desk Manager (Sales) to meet goals

SUMMARY OF PROPOSED SERVICES

The services we are proposing for GGPTC would bring a depth of programming unparalleled in the area. The effectiveness of each of the programs and services shown in the table are dependent on the co-existence of all of them. Our goal is to make GGPTC a social center by serving the community currently using the facility, introducing more programs and events to bring in new users to the site, while making it a desirable environment that encourages everyone to learn, play, and stay.

Tennis Programs			Additional Services	Concessions
Junior Recreation Programs	Adult Recreation Programs	Junior Performance Programs		
Tennis for Toddlers	Private Lessons		Pickleball Classes and Play Opportunities	Racquet Stringing and customization
Mini Tennis	Adult Beginning	Core Performance		Tournaments
Rallyball 1	Adult Intermediate	High Performance	USTA Leagues	Retail Sales of Tennis Equipment
Rallyball 2	Adult Advanced	Full Time Program		
Rallyball 3	Cardio Tennis	Summer Camps	Facility Rentals	Racquet demo program
Beginning Tennis	Mental Skills	Combo Camps		
	Yoga	College Recruiting Video		Premium food and beverage
	Senior Fitness	Fitness		
		Mental Skills		GGPTC Branded products

Junior Recreation Programs – Introducing tennis to San Francisco’s youth community with a fun, affordable and positive approach is critical to not only bring a new vitality to GGPTC but also ensures that enthusiasm for tennis and GGPTC will remain for years to come. Serving the many youth groups throughout the community will provide GGPTC a community to build upon and provide a second home and purpose to many youths and their families throughout the community.

Adult Recreation Programs – Encouraging and broadening adult participation is important to the GGPTC community. Being truly invested in the health of adults and seniors is a strong message to send to both individuals and the San Francisco community. It can be hard joining or starting new things as an adult; our goal is to make it easy and welcoming to do so for players of any age.

Junior Performance Programs – Junior Performance (JP) programming is where players really dig in and reveal their passion for the game. Providing a continuous and seamless pathway for junior players is key to their success and the long-term success of GGPTC. Commitment to tennis is what JP is all about; it is these players that will spend the most time on the court over many years, then returning to play throughout adulthood. In the JP Core Programs, all the tools in the shed are sharpened so that they may move into High Performance where match strategy and nuances of their techniques are refined. Elite player programming is for the those with the highest goals in college or professional tennis; this program is about a stronger and smarter game all around. Offering a Full-Time program brings the best of the best to a facility, creating an atmosphere of achievement and excellence, which motivates anyone that sees it in action.

Additional Services and Concessions – Tournaments, events, and using the facility to its potential through rentals will broaden the reach of GGPTC to a larger base of users and players. The importance of this site to the community cannot be underestimated; its location in the heart of San Francisco offers an abundance of opportunities to bring in new and diverse users and groups to the facility. While there, well-planned concessions will make the experience more convenient and pleasurable. The more time participants spend at a facility, the more opportunity there is for true community building within that facility.

*Tennis is an amazing vehicle. It's a lifelong sport, a great teacher, opens doors, and has a positive impact on lives all over the world. Tennis in the community or tennis in the parks at the grass roots level is at the heart of it all. We hear so often how many legends like Billie Jean King, Rosie Casals, Peanut Louie Harper and others recount memories of the special times hitting the ball on the wall and how it all started for them in the parks. It sounds cliché but, in this case, it is so true...There is something special about tennis in the parks.
We love this space!*