
Solicitation RFP No. 2026-023

Delray Beach Tennis Center and Delray Swim and Tennis Center Management

Bid Due Date March 11, 2026, 2:00:00 PM (local time)



**JCD Sports Group
Dubin & Associates, Inc.**

Tab 1 - INTRODUCTION



Golf & Tennis Management, Development & Consultation

March 2, 2026

City of Delray Beach
100 NW 1st Avenue
Delray Beach, FL 33445
Attention: Ronald Cap and Casetra Thompson

RE: RFP No 2026-023 Delray Beach Tennis Center and Delray Swim and Tennis Center Management

Dear Ms. Thompson,

On behalf of Dubin & Associates, Inc. (JCD Sports Group), we are pleased to submit our proposal in response to RFP No 2026-023 for the management of the Delray Beach Tennis Center and the Delray Swim & Tennis Club.

I will serve as your primary contact throughout the City's RFP process. My contact information is as follows:

Office Address: 1300 NW 17th Avenue, Suite 273G, Delray Beach, FL 33445
Office Phone: 561-265-0255
Cell Phone: 561-716-6016
Email: sharon@jcdsportsgroup.com

JCD Sports Group is a privately owned golf and tennis management company based in Delray Beach, specializing in municipal sports facility management. With over thirty five years of experience in Palm Beach, Broward, and Collier Counties, we deeply understand the requirements necessary to maintain excellent court conditions, ensure customer satisfaction, and develop programming for all ages and skill levels.

In addition to our expertise in court management, we have successfully managed the Tennis Stadium and facilitated a diverse range of high-profile events, including the Billie Jean King, Cup, Davis Cup, and ATP tours, as well as unique logistical operations for beach volleyball and a visit from President Obama.

As the current operator, we remain committed to enhancing the experience for residents and guests while improving the facility's bottom line. Over the past ten years we have increased programming revenues by over 240%. We have increased revenues over the past ten years most significantly, in lessons and programs. In 2018 our revenues for lessons and programming were \$509,000 and this past year that revenue has increased to \$1,733,000. We attribute this growth to our strong reputation and leadership, excellent facility conditions, and our collaborative partnership with the City's Parks & Recreation team.

We remain focused on generating revenue and providing an exceptional customer experience while maintaining strict attention to expenses. The enclosed proposal highlights our unique qualifications and demonstrates our full commitment to serving the City of Delray Beach.

On behalf of our ownership team and dedicated employees, thank you for your consideration. We look forward to the possibility of a continued relationship with the City.

Best regards,

A handwritten signature in black ink that reads "Sharon Painter".

Sharon Painter, CEO
JCD Sports Group

1300 NW 17th Avenue, Suite 273G, Delray Beach, FL 33445, (561) 265-0255, Fax (561) 265-2752

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Tab 3 - MINIMUM QUALIFICATIONS

Date _____

Dubin & Associates, Inc. since July 10, 1990, and Sports Group, Inc. had 2014, the City combined which is currently under

Jeff Bingo is the Director of the Delray Beach Tennis Center. He has been a USPTA for both high-end country club Tennis Center and Stadium the past eight years and high facility standards and worked hard to preserve community venue and i

c. has managed the Delray Beach Tennis Center
d Delray Swim & Tennis Club since 2000. JCD
the contract for the stadium from 2002 – 2014. In
d the stadium and tennis facility into one contract
r Dubin & Associates, Inc.

r of Tennis/General Manager of Racquet Sports at
is Center and Delray Beach Swim & Tennis Club.
certified professional for over 30 years working in
clubs and with the highly recognized Delray Beach
adium, Jeff has worked with JCD Sports Group for
d has created strong facility utilization numbers,
and tournament execution. He and his team have
e the facility's reputation as both a premier
internationally recognized tournament site.

Sharon Painter is the Special Events Director for the Delray Beach Tennis Stadium and facilities. She has been involved in special event management with the stadium since 1993, starting with the Virginia Slims Tournament. Her extensive experience includes marketing and logistics for high-profile events featuring figures such as President Barack Obama, President George Bush, and United States Secretary of State Hillary Clinton.

Sharon has managed professional sporting events at the Delray Beach Tennis Center including the ATP Delray Beach Tennis Open for over 25 years, Davis Cup and Billie Jean King Cup ties, Chris Evert Pro-Celebrity, AVP volleyball, and professional boxing. Her portfolio also includes concerts and commercial shoots with personalities such as Michael W. Smith, Mr. Beast, Serena and Venus Williams, Andre Agassi, Coco Gauff, Novak Djokovic, and Frances Tiafoe. Sharon is FEMA certified in several areas of ICS and is a certified crowd control manager and CPR certified.

Both Sharon and Jeff are committed to protecting the City's asset, preserving operational excellence, maintaining budget stability and ensuring this facility continues to serve as a source of pride for the City of Delray Beach.



References

Please see below reference letters. Additional references as requested in tab 6 are included on page 40 of this proposal.



United States Tennis Association
10000 USTA Boulevard
Orlando, FL 32827
407.675.2500
usta.com

To Whom It May Concern,

On behalf of the United States Tennis Association (USTA), I am pleased to provide this letter of reference for the JCD Sports Group in recognition of their outstanding partnership and operational excellence in hosting the 2023 Billie Jean King Cup and the 2025 Davis Cup in Delray Beach.

JCD Sports Group has demonstrated an exceptional ability to plan, coordinate, and execute world-class international sporting events at the highest level. During both of these events, their leadership worked seamlessly with USTA staff, event rights holders, broadcast partners, team delegations, and public safety agencies to ensure a first-class experience for athletes, officials, and spectators alike.

From a logistics standpoint, JCD Sports Group delivered comprehensive operational support across venue readiness, security coordination, hospitality integration, and contingency management. Their interdepartmental collaboration — including police, fire rescue, public works, parks and recreation, and city administration — was proactive, solution-oriented, and responsive to the evolving demands of an international team competition. Importantly, their team understood the nuances of hosting a global event, including broadcast infrastructure, international federation standards, and athlete performance requirements.

Beyond operational competence, what distinguishes the JCD Sports Group is its commitment to partnership. They operate as an extension of the event — transparent in communication, aligned in objectives, and deeply invested in delivering a successful event that elevates both the sport and the community.

It is without hesitation that the USTA recommends the JCD Sports Group as a host capable of delivering exceptional logistics and operational execution for all levels of competitions and major events.

Sincerely,

A handwritten signature in black ink, appearing to read "KJPaczesny", written over a light blue grid background.

Kevin Paczesny
Senior Manager, National & Global Events



ATP Stars & Legends – Where Champions Play and Fans Party

February 25, 2026

To Whom It May Concern:

ATP250

Please accept this letter as my personal recommendation for Jeff Bingo (GM) and JCD Sports.

We have worked with Jeff Bingo (GM) and JCD Sports for over 10 years in conjunction with the Delray Beach Open ATP Men's Pro Tennis Event held at the Delray Beach Tennis Center.

The Delray Beach Open (34th anniversary in 2026) is held over 10-days annually, host to 55,000-plus spectators, 12+ hospitality and corporate tennis events and is televised nationally and internationally in over 150 countries.

We have an excellent working relationship with Jeff Bingo and JCD Sports and communicate well on our pre-event set up and load in (40+ vendors, exhibitors, Television, Bleachers, Court Resurfacing, facility etc.), during event logistics/timeframe and post event load out. It has been a pleasure to work with Jeff Bingo as he is very knowledgeable on the business side of tennis facility management, including but not limited to adult and youth programming, league tennis, and facility maintenance.

Kudos to Jeff and JCD Sports for the growth in participation at the Delray Beach Tennis Center over the last 10+ years.

In addition, our sister company hosts multiple USTA National/ International Tennis Federation amateur events from May – November annually (ie Delray Beach Tennis Center and Delray Swim & Tennis Club). These events collectively consist of over 1,000 of the highest ranked national and international participants ages 10 – 18 years of age.

JCD's hard work and passion has played a key role in assisting us to make these events a memorable experience for the kids and their families and coaches, via court availability, court conditions and maintenance staffing.

Feel free to call or email me if you have any questions.

Ivan Baron

Ivan S. Baron, *Tournament Chairman*, 561.330.6003, 561.350.1867
[Delray Beach Open](#)
[YellowTennisBall.com](#) Series: ibaron@YellowTennisBall.com

T: (561) 330-6000 • 30 Northwest 1st Avenue, Delray Beach, FL 33444 • [DelrayBeachOpen.com](#)

February 26, 2026

To Whom it may concern,

As a retired Assistant City Manager for the City of Delray Beach, Florida, I had the pleasure of working closely with JCD Sports Group for more than twenty years. Throughout that time, the team demonstrated a strong and consistent commitment to the success of the Delray Beach Tennis Center, as well as the City's Swim and Tennis Club and Stadium.

JCD has been dedicated to growing tennis programs while thoughtfully balancing the number and scale of events to ensure that both residents and visitors can enjoy the facilities. Managing a municipal venue requires carefully maintaining equilibrium between community programming and revenue generation. In my professional opinion, JCD has done an admirable job achieving both objectives.

There is a common misperception that JCD is responsible for stadium-related financial losses. In reality, they operate within the terms of a long-standing contract approved by the City and do not have the authority to alter those contractual provisions.

Under the leadership of Sharon Painter, JCD cultivated positive relationships with promoters and location scouts, successfully marketing the venue as a desirable site for commercials and productions featuring local talent. The staff has proven highly capable at managing major tournaments and special events, most notably the Fed Cup and Davis Cup when hosted in Delray Beach, as well as the Chris Evert Pro Celebrity and events affiliated with the ATP Champions Tour.

Beyond tournament management, JCD has demonstrated meaningful community involvement, volunteering assistance to numerous City sponsored events which included in the past First Night, Jazz on the Avenue. This assistance included close coordination with various City departments.

Over the years, JCD has served under multiple City Commissions, consistently adapting to the goals and priorities established by each. I found them to be responsive, deadline-driven, and diligent in adhering to City policies and procedures. Their clear understanding of their fiduciary responsibility to the City was evident throughout our working relationship.

Based on my experience, I confidently recommend JCD Sports Group for the management of any municipal tennis facility or stadium - particularly in South Florida, where their understanding of the market and the unique operational requirements of government-owned facilities is especially valuable.

Sincerely,



Bob Barcinski



February 24, 2026

To Whom it may concern,

It is a pleasure to write this letter on behalf of JCD Sports Group and Jeff Bingo, someone I've come to know as one of the most driven and professional leaders in the racquet sports industry.

Jeff and his team of professionals have a natural knack for connecting with members and staff. As Director, Jeff has a creative mind for programming and a real understanding of how to balance innovation with tradition. The results speak for themselves: increased participation, member engagement, and a team culture centered on accountability and enthusiasm.

I was so pleased to see JCD Sports Group combine forces with him at the Delray Beach Tennis Center for the City of Delray Beach. Their combined presence has certainly been impactful; the desk staff greets you upon arrival, the courts are in great shape, and the entire "vibe" is now energetic and happy.

While the above are examples of the professional ability of JCD Sports Group and Jeff, for me, the most impressive quality they possess is character. While that word is used often, in my relationship with Jeff and JCD, it is personal. Over 35 years ago, when I first moved to Boca and was in my first month at the Boca Resort, I was struggling to navigate the South Florida tennis world. One of the first pros that reached out to me as a newcomer was Jeff Bingo. He graciously offered me insight on both the Resort and the area in general. This selfless act started a friendship that has lasted to this day. Throughout my positions as USPTA President, Director of the USPTA Grand Prix circuit, USTA Florida President, and in my current role as Director of Tennis for the Village of Wellington, Jeff and JCD remain my "go-to" team for advice.

I can always count on them to provide clarity because their team has done it all. Their expertise—ranging from ladies' teams to court maintenance and building functioning teams—consists of skills that cannot be learned without years of hands-on experience.

When I learned that the City of Delray Beach was going through a bid process, I felt compelled to share my support for JCD Sports Group and Jeff. They have hired quality racquet sports experts who bring integrity, energy, and expertise to the facility. I know they are passionate about Delray Tennis and I hope they are allowed to continue the positive path they have created.

Sincerely,

Chuck Gill

Director of Tennis – *Village of Wellington, FL*

Past President United States Profession Tennis Association

Current President USTA Florida Section

561-662-1252

cgill@wellingtonfl.gov

Dubin & Associates, Inc. is not listed on the Florida State Board of Administration, Scrutinized List of Prohibited Companies. We have provided an executed copy of the Scrutinized Company Certification form in this solicitation under tab 8.

Dubin & Associates, Inc. has no reported conflict of interests in relation to this solicitation. Dubin & Associates, Inc. does not have any employees or owners who are employees of the City of Delray Beach. We have provided an executed copy of the Vendor or Contractor Conflict of Interest Disclosure Statement in this solicitation under tab 8.

Dubin & Associates, Inc. has no reported exclusions in System for Award Management (SAM). Our Unique Entity ID is LHH7P4E1J4G3.

Dubin & Associates, Inc. affirms and represents it is registered with the E-Verify system. Dubin & Associates, Inc.'s company ID number is 1619707. Below please find confirmation of our company profile with E-Verify. We have provided an executed copy of the Affidavit Pursuant to Fla. Stat. Section 448.095 in this solicitation under tab 8.

New E-Verify+ Modernize the employment eligibility verification process today!
[Learn More](#) [Enable E-Verify+](#)

My Company Profile

Company Information

Company Name Dubin & Associates, Inc.	Doing Business As (DBA) Name ---
Company ID 1619707	Enrollment Date Dec 20, 2020
Employer Identification Number (EIN) 65004221	Unique Entity Identifier (UEI) ---
DUNS Number ---	Total Number of Employees 20 to 99
NAICS Code 713	Sector Arts, Entertainment, and Recreation

Dubin & Associates, Inc. is not on the Scrutinized Companies that Boycott Israel List, as identified in FLA. Stat. Section 215.4725, and is not engaged in a boycott of Israel. We have provided an executed copy of the Scrutinized Company Certification form in this solicitation under tab 8.

Dubin & Associates, Inc. is not on the Discriminatory Vendor List as provided in Section 287.134. We have provided an executed copy of the Discriminatory Vendor List Affidavit in this solicitation under tab 8.

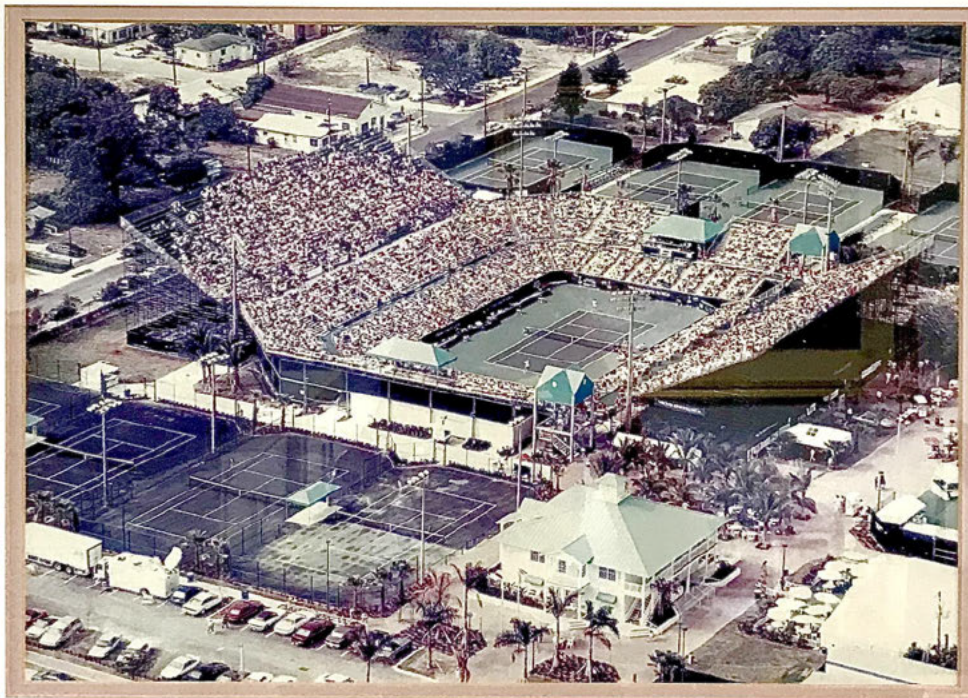
Dubin & Associates, Inc. does not use coercion for labor or services as defined in Fla. Stat. 787.06(13). We have provided an executed copy of the Affidavit Regarding the Use of Coercion for Labor and Services in this solicitation under tab 8.

Pursuant to 287.138, Dubin & Associates, Inc. is not owned by the government of a foreign country of concern, no government of a foreign country of concern has a controlling interest in Dubin & Associates, Inc., and the Dubin & Associates, Inc. is not organized under the laws of and does not have its principal place of business in a foreign

country of concern. We have provided an executed copy of the Affidavit Regarding Contracting with Entities of Foreign Countries of Concern in this solicitation under tab 8.

Dubin & Associates, Inc. has not been placed on the convicted vendor list. We have provided an executed copy of the Affidavit Regarding the Convicted Vendor List in this solicitation under tab 8.

Dubin & Associates, Inc. does not have any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern if such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous 5 years OR has provided a disclosure pursuant to Fla. Stat. 286.101(3)(a) or is subject to a disclosure exception under Fla. Stat. 286.101(3)(b)(1-6). We have provided an executed copy of the Affidavit Regarding Foreign Country of Concern Disclosure in this solicitation under tab 8.



FIRST VIRGINIA SLIMS TOURNAMENT
DELRAY BEACH TENNIS CENTER
"THE FINALS"
STEFFI GRAF vs. ARANTXA SANCHEZ VICARIO
MARCH 7, 1993

Tab 4 - PROPOSER'S INFORMATION

Dubin & Associates, Inc. dba JCD Sports Group was incorporated in the State of Florida on August 20, 1987.

Dubin & Associates, Inc. is an S-Corporation owned by JCD Sports Company LLC.

Following is a completed and executed copy of Dubin & Associates W-9 that includes the company federal identification number.

W-9 (Rev. March 2024) Department of the Treasury Internal Revenue Service		Request for Taxpayer Identification Number and Certification Go to www.irs.gov/FormW9 for instructions and the latest information.		Give form to the requester. Do not send to the IRS.																																													
Before you begin. For guidance related to the purpose of Form W-9, see <i>Purpose of Form</i> , below.																																																	
Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Dubin & Associates, Inc.																																																
	2 Business name/disregarded entity name, if different from above.																																																
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☐ C corporation ☒ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions)																																																
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 9): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ (Applies to accounts maintained outside the United States.)																																																
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions. ☐																																																
	5 Address (number, street, and apt. or suite no.). See instructions. 1300 NW 17th Avenue, Suite 273G		Requester's name and address (optional)																																														
	6 City, state, and ZIP code Delray Beach, FL 33445																																																
7 List account number(s) here (optional)																																																	
Part I Taxpayer Identification Number (TIN)																																																	
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. Note: If the account is in more than one name, see the instructions for line 1. See also <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.																																																	
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Part II Certification																																																	
Under penalties of perjury, I certify that:																																																	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and																																																	
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and																																																	
3. I am a U.S. citizen or other U.S. person (defined below); and																																																	
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.																																																	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.																																																	
Sign Here	<table style="width: 100%;"><tr><td style="width: 30%;">Signature of U.S. person <i>Shawn Vintur</i></td><td style="width: 70%;">Date <i>Feb 13, 2024</i></td></tr></table>				Signature of U.S. person <i>Shawn Vintur</i>	Date <i>Feb 13, 2024</i>																																											
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Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9 .																																																	
What's New																																																	
Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.																																																	
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An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they																																																	

Dubin & Associates, Inc. dba JCD Sports Group's corporate headquarters is in Delray Beach at 1300 NW 17th Avenue, Suite 273G, Delray Beach, FL 33445. Our corporate office phone number is (561) 265-0255.

Primary Representative:

Name Sharon Painter
Phone (561) 716-6016
E-mail sharon@jcdsportsgroup.com
Mailing Address 1300 NW 17th Avenue, Suite 273G
City, State, Zip Delray Beach, FL 33445

Secondary Representative:

Name Cindy Doll
Phone (561) 265-0255
E-mail cindy@jcdsportsgroup.com
Mailing Address 1300 NW 17th Avenue, Suite 273G
City, State, Zip Delray Beach, FL 33445

Corporate Ownership

There have been no changes to Dubin & Associates, Inc.'s ownership in the past three years and there are no anticipated changes to our ownership.

Officers/Principals

Sharon Painter is the primary owner and the Chief Executive Officer.

Tower Krauss is a minority owner.

Cynthia (Cindy) Doll is the Chief Financial Officer.

Business Financial Statement



Golf & Tennis Management, Development & Consultation

February 27, 2026

The enclosed financial information contains information which, if disclosed, would cause substantial injury to JCD's competitive position. JCD requests that such data be used only for the evaluation of the submittal and understands that disclosure will be limited only to the extent that City of Delray Beach determines it proper or necessary according to law.

The following pages include JCD Sports Company LLC's 2025 financial statement demonstrating the financial stability of the companies behind Dubin & Associates, Inc., and JCD Sports Group.

As the statement attached is for 2025, JCD Sports Group's financial condition is materially the same as shown on the balance sheet and income statement submitted. There has been no material change in the financial condition.

JCD Sports Company, LLC, is a collection of several corporations which brings the financial wherewithal that will satisfy and exceed the necessary requirements in the RFP.

The City of Delray Beach will have full access to the abilities and experience behind JCD while receiving the local hometown care of several key members that have called Delray Beach home for over 30 years.

Please feel free to contact me should you need any further information.

Sincerely,

A handwritten signature in cursive script that reads "Sharon Painter".

Sharon Painter, CEO

1300 NW 17th Avenue, Suite 273G, Delray Beach, FL 33445, (561) 265-0255, Fax (561) 265-2752

Litigation

JCD has not been involved in any prior or pending litigation, either civil or criminal, involving a governmental agency or which may affect the performance of the services to be rendered herein, in which the Proposer, any of its employees or subcontractors, is or has been involved with the last three (3) years.

Tab 5 - EXPERIENCE, ABILITY AND REFERENCES

Dubin & Associates, Inc. dba JCD Sports Group was incorporated in the State of Florida on August 20, 1987.

Dubin & Associates, Inc (hereafter referred to as JCD) is a full-service golf, tennis, and special events management company. Our corporate team consists of Sharon Painter who is the CEO of the company and has over 30 years' experience in golf, tennis, and special events management. Sharon is hands-on in regard to management and oversight. Ms. Painter is a Delray Beach resident and is available at any time to assist the City in whatever capacity is needed.

Cindy Doll is the CFO for all the JCD companies and will be directly involved and provide oversight and auditing for the financial operations of the tennis facilities.

The Leadership team including the Director of Tennis/General Manager of Racquet Sports and our tennis and racquet sports professionals who work with us at the Delray Beach Tennis Center and the Delray Swim & Tennis Club will be introduced beginning on page 30.

Mission Statement

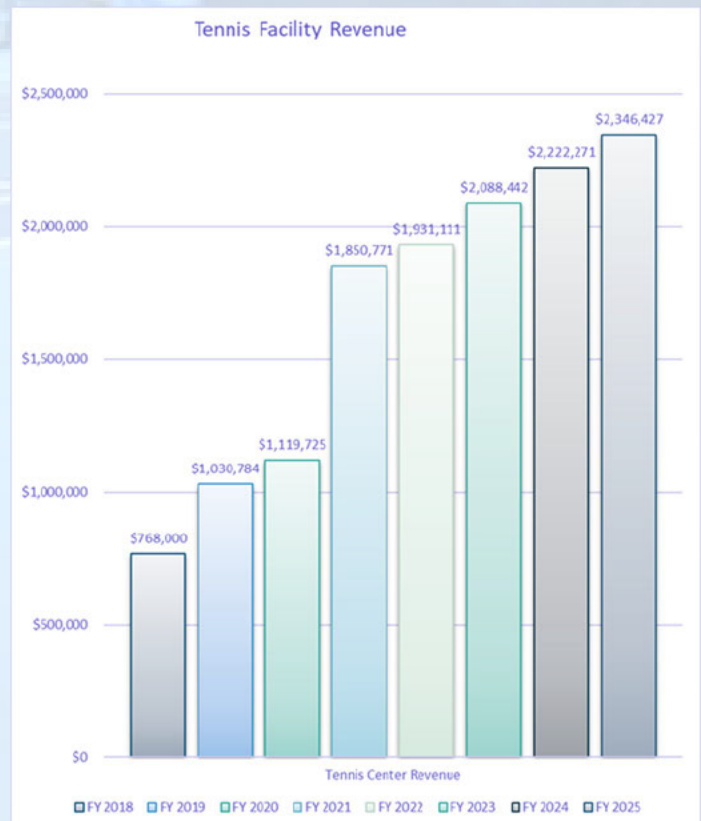
"To be the leader in all that we do by providing first-class facilities and services while operating with the highest standards of integrity and professionalism."

Business Philosophy

JCD is a Delray Beach company that has successfully operated tennis facilities throughout Florida over the past thirty years including private and country club properties. Currently we manage two racquet sport facilities with a total of 38 clay courts, 5 hard courts (including stadium court) and 8 pickleball courts.

Besides providing excellent professional tennis services and knowledge in a cost-effective and turn-key manner, what distinguishes JCD is its personal and dynamic team of leaders and employees. To JCD, the game is not just a business, but a passion. As a tennis operator, we strive to enhance and enlighten the experience of the greater community as a whole—everybody from members to residents and guests—as well as increase the property's profitability.

We achieve our fiscal goals through focusing on generating higher yields through revenue-driven systems and programs, rather than by reducing operating expenses. While the latter might be short term in nature, JCD is fundamentally driven by the passion to be around for the long-term and is seeking lasting and meaningful relationships, capitalizing on opportunities, responding to challenges, and continually improving quality and productivity standards. As you can see from the chart on the right, since fiscal year 2018 we have grown facility revenue from \$768,000 to over \$2.3 million. This is an increase of 205%



We embrace and empower creative and innovative thinking and decision making with every employee. Our goal is to deliver the highest quality service and product at an affordable cost. Most importantly, JCD has not forgotten its roots; we are a locally owned Delray Beach small business and actively promote the values of teamwork and integrity.

JCD believes that the City of Delray Beach's vision can only be realized through the full integration of the tennis facilities' operation with the community at large. When selected as the operator for Delray Beach Tennis Center and Delray Swim & Tennis Club, JCD will pledge:

- To operate the tennis facilities with the highest standards of professionalism and integrity while providing members, community residents, and customers with world-class facilities.
- To make the residents of Delray Beach feel at home and welcome while continuing to offer outside communities every opportunity to enjoy these excellent tennis facilities.
- To actively participate in the City of Delray Beach's community business development, including the local Chamber of Commerce and other key organizations.
- To sponsor local business development and community organizations by helping them organize and host their events at the tennis facilities.
- To contribute to the community through sponsorships of non-tennis activities, such as other types of sporting events and community service events, to bring the community closer together.

We believe our goals and aspirations should be in complete alignment with the community, and we demonstrate this through our dedicated involvement and long-term partnerships.

Our attentive, hands-on approach is the heart of our reputation, distinguishing us from other management companies. We work closely with our partners, including municipalities, private clubs, and resorts—to deliver exceptional service and develop genuine, lasting relationships.

JCD believes in staying true to a boutique strategy that prioritizes the specific needs of each client. We believe that being the "biggest" company does not necessarily mean being the "best," which is why we hinge our culture on "People, Passion, and Performance."

Our extensive experience in both tennis and event management includes:

- Managing the Delray Beach Tennis Center, Delray Beach Swim & Tennis Club, and the Delray Beach Tennis Stadium for over 30 years.
- Managing privately owned and resort facilities such as Naples Bath & Tennis Club and Oakridge Country Club.
- Expertise from our Director of Tennis/General Manager of Racquet Sports, Jeff Bingo, who designed and managed the Addison Reserve Country Club for over 15 years.
- Long-standing municipal contracts ranging from 20 to 36 years, including the Delray Beach Golf Club, Lakeview Golf Club, Southwinds Golf Course, and Orangebrook Golf & Country Club.
- Working with the City of Delray Beach Parks & Recreation Department and Match Point on all aspects of the Delray Beach Open for over 25 successful years. We also work with the same team on the Champions event held prior to the Delray Beach Open.
- We work with Players International Management (PIM) and the City of Delray Beach Parks & Recreation on junior tournaments held throughout the summer for USTA national tournaments.

- We work with local and national pickleball organizations to assist with logistics and implementation of events.
- Partnering on major special events such as the ADT Professional Women's Golf Championship, Sunfest, Davis Cup, Billie Jean King Cup, Black Sheep Productions, AVP League and numerous commercial shoots around Palm Beach County.
- JCD has successfully coordinated high-profile events at the Delray Beach Tennis Center for notable figures, including President Obama, President George Bush, Secretary of State Hillary Clinton, Nobel Peace Prize winner Betty Williams, and Archbishop Desmond Tutu.
- We have also had the pleasure of working with a variety of celebrities such as Chevy Chase, Jon Lovitz, Martina Navratilova, Fran Drescher, Randy Jackson, Carson Kressley, Jason Biggs, Timothy Olyphant, and Jimmy Buffett.
- We take great pride in our ability to collaborate effectively with the City of Delray Beach Parks & Recreation Department, high-profile personalities, the Secret Service, and Delray Beach police department to provide entertaining and seamless experiences for the City of Delray Beach and the surrounding communities.

Sharon Painter, CEO of JCD Sports, will be the liaison between the tennis facilities and the Parks and Recreation Director for the City. She will also be responsible for special event oversight as the Special Events Coordinator. Sharon is a graduate of the University of Alabama and has over 25 years of experience in special event management which is highlighted in this section below. She has also managed resort and municipal facilities in all facets of a golf and tennis operation. Sharon has worked on various committees in Palm Beach County including the Palm Beach County Sports Commission and the local organizing committee for women's golf events.

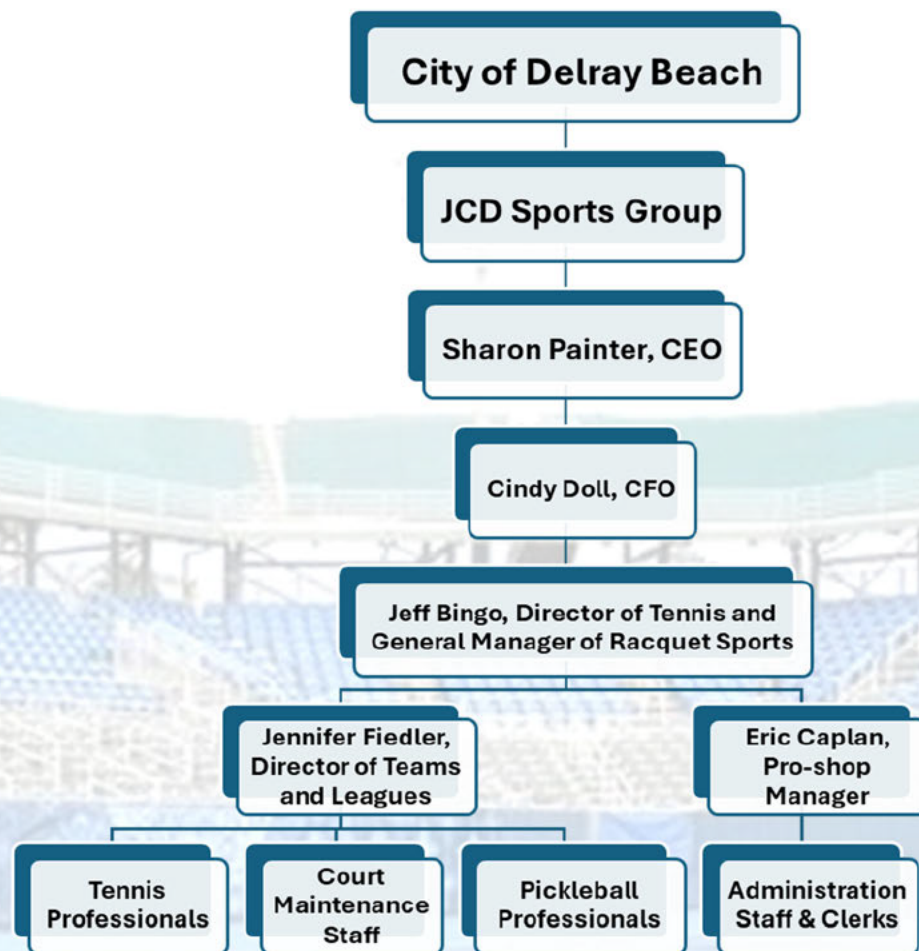
Cindy Doll, who has over 25 years' experience in working with municipal finance and purchasing departments in the City of Delray Beach, Palm Beach County and Broward County will oversee the administrative functions of the facilities.

Jeff Bingo is the Director of Tennis and General Manager of Racquet Sports at the Delray Beach Tennis Center and Delray Beach Swim & Tennis Club. Jeff is a graduate of Florida State University and is a USPTA certified professional with over 30 years of experience in tennis facility management. He will oversee all areas of the facilities including programming, maintenance, and administration. Jeff is on the Board of the Delray Beach Youth Tennis Foundation and has recently started working with Pro Athletes in Recovery, which is a national organization assisting professional athletes overcome addiction.

Jennifer Fiedler is the Director of Teams and Leagues. Jennifer has over 28 years' experience as a tennis professional and is a PTR professional. Her skills range from teaching tennis to overseeing court maintenance and administration. She currently oversees the Delray Beach ladies team tennis for the Palm Beach County Women's Tennis Association.



Additional racquet court professional bios are listed below. Professional certificates are included in tab 8.



Our Team



Sharon Painter

CEO - Special Events Director

Sharon has been a part of JCD Sports Group for over 30 years and has experience in all facets of golf and tennis operations. She is involved in creating and implementing business and marketing plans, has direct involvement in financial and purchasing decisions and is liaison with City department leaders. Her expertise includes all areas of golf and tennis management and operations. Additionally, she has in-depth experience in managing special events over the past 30 years from major golf and tennis tournament productions to management of national and international commercial shoots, concerts, and various local events. Sharon plays an active role in overseeing the operations of our tennis facilities. Her management style is very hands on. She has served Palm Beach County as chairperson for the LPGA ADT Tour Championship, currently is working with the LPGA Legends Tour and was a member of the Delray Beach Sports Destination Committee and has participated in committees for the PBC Sports Commission. Her extensive experience is highlighted below in tab 6.



Cindy Doll
CFO

Cindy has been with our accounting department since 1992. Currently, her responsibilities include accounting for Delray Beach Tennis Center and Delray Swim & Tennis Club. Her responsibilities include daily and monthly monitoring and reporting on all aspects of the financial operations including merchandise cost of sales. She is responsible for auditing, preparation of annual budgets, preparing and approving journal entries and preparing financial statements. Cindy is responsible for the ongoing training of all managers and accounting personnel regarding policies and procedures. She has over 25 years of

experience working closely with the City of Delray Beach Finance Department to ensure adequate internal controls are in place. In addition, she also works with the purchasing department to ensure compliance with all purchasing policies and procedures. Cindy is also instrumental in administrative processes for special events. She also assists with logistics.

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Jeff Bingo  
Director of Tennis/General Manager of Racquet Sports

Jeff has served as the Director of Tennis for the past nine years. A USPTA Professional for over 30 years, Jeff has dedicated his career to teaching and managing high-end private and prestigious municipal facilities. Under his leadership, the Delray Beach Tennis Center was honored with the USTA's 2021 Outstanding Tennis Facility Award.

Beyond his operational excellence, Jeff has worked closely with JCD to implement revenue-producing programming and customer service initiatives that have significantly increased our growth. As an instructor, he has carved out a specialized niche as a doubles strategy expert, leading popular camps for more than three decades.

Prior to joining our team, Jeff developed and designed the Addison Reserve Country Club tennis facility in Boca Raton, Florida. He has also held leadership roles at Boca West Country Club and the Boca Hotel in addition to coaching tennis at Lynn University. Jeff is a multi-year District Professional of the Year in the Florida Division of the USTA. He remains well-known for his stellar reputation in programming and his unwavering commitment to providing superior court conditions and exceptional customer experiences.

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Jennifer Fiedler
Director of Teams & Leagues

Jennifer is a PTR tennis professional who oversees and manages our Delray Beach tennis facilities teams and leagues. Throughout her career, she has helped develop players ranging from recreational levels to national and NCAA Division 1 levels. Beyond tennis, Jennifer is a professional martial artist and a national full-contact competitor currently holding a 4th-degree black belt. Her extensive experience in martial arts provides her with a unique vision and mental acuity regarding movement, which adds a special touch to her

teaching skills.

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Rich Benveniste  
Tennis Professional

Rich is a USPTR Certified Tennis Professional, a former ATP Player, and a WTA Coach. His coaching experience includes working with Brenda Shultz-McCarthy, who was ranked #9 in the world in 1996. Additionally, Rich spent several years competing for a professional tennis team in the top leagues for the Blankenese Sports Club in Hamburg, Germany. He is also fluent in both German and Italian.

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Scott Black
Tennis & Pickleball Professional

Scott, who brings over 30 years of experience to the tennis industry. Scott's career began with an inner-city youth program before he transitioned to a private summer camp and subsequently spent 14 years in the travel industry at an exclusive resort. He is RSPA certified for tennis and PPR certified for pickleball. In his spare time, Scott enjoys traveling with his family and participating in various activities with his son.

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Michael Campbell  
Tennis & Pickleball Professional

Michael lettered all four years at Harrah High School in Oklahoma, achieving an impressive 58-4 record. Following his high school success, he was recruited on scholarship to Oklahoma Wesleyan University. During his three years on the collegiate team, he competed against all college divisions in various tournaments and exhibitions, notably traveling to Bogota, Colombia, for an All-College Tennis Classic. After his college career, Michael competed in various ITF tournaments. He now continues to share his passion for tennis and delivers the excitement of the game to the masses wherever he goes.

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Eric Caplan
Administrative Assistant and Shop Manager

Eric has been building his expertise in the tennis industry since 2013, with a focus on court maintenance and customer service within both public tennis centers and private communities. His professional background includes experience at the Boca Raton Tennis Center, Patch Reef Park Tennis Center, and Delaire Country Club. In addition to his management role, Eric is RSPA certified in both tennis and pickleball. He continues to develop his on-court coaching skills by working with juniors and beginners, and he provides valuable assistance with our Afterschool and Elite programs.

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**Adrian Chermaci**  
Tennis Professional

Adrian is a USPTA professional and has a great playing and teaching resume. Adrian was part of the Wichita State team winning the Missouri Valley Championship and participating in the NCAA. His calm and friendly approach towards teaching makes him a great asset to our teaching team. He was part of Harvard's Junior Camp Staff for two summers, teaching all levels of juniors, from quick start to high performance, as well as all levels of adult classes.



**Bob Detrich**  
Tennis Professional and Founder of Elite Training

Bob is a professional who received his MS in Exercise Science at the University of South Carolina. He has spent a lifetime of coaching at five universities; to include Div I teams West Point, and UC Santa Barbara. Also, he coached at Div III powerhouse Johns Hopkins and McDaniel College. He was Director of West Point All Star Coaches camps, and Adidas Tournament Training Camps, in addition to training nationally ranked juniors in Maryland.



**Mariano Errecalde**  
Tennis Professional

Hailing from Argentina, Mariano is a world-renowned teaching professional who is multilingual in Spanish, English, French, Italian and German. Mariano has traveled as a professional tennis player in the 1980s, became a head pro in the 1990s across hotels in France, Spain, Turkey and a Director of Tennis at hotels in Greece, Kuwait, Turkey and Mexico. In the 2000s Mariano's travel brought him to Mexico and the United States where he continues to assist seasonally as a tennis professional. Mariano splits his time teaching tennis between Cancun, Mexico and Delray Beach, FL.



**Jeffrey Kantor**  
Tennis Professional

Jeff is an RSPA professional and is consistently one of the top producers at the Delray Beach Tennis Center. Jeff graduated from St. Lawrence University with a Degree in Business and Economics, where he was an All-Conference Quarterback. Shortly after college Jeff began playing competitive tennis and he has played and coached ever since. He has served as Girls and Boys Tennis Coach at The Unity School where they were both Conference Champions from 2007 – 2009.



Japheth Lawrence  
Tennis Professional

Japheth (Wayne) has over 20 years of experience as a tennis professional. He competed for the Jamaican Davis cup team and played professional tennis. He began teaching tennis at the Sandals Resort in Jamaica, then moved to the USA where he worked for the Port Washington Tennis Academy, Glen Oaks Country Club and Sportime as a Master Pro. Currently at Delray Beach Tennis Center, Wayne continues to teach tennis specializing in adult cardio workouts and drills, and private lessons.

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Glenn Muller
Tennis Professional

Glenn is a RSPA-certified tennis professional with over 30 years' experience. He started playing when he was 12 years old in Florida. He played high school tennis and college tennis on scholarships for nationally ranked teams such as University of North Carolina Asheville. During the course of his career, he taught at many high-end country clubs in Connecticut, Massachusetts, Florida and for many top-rated junior academies, as well as coaching many world class juniors and touring professionals.

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Scott Plutt  
Tennis Professional

Scott began playing at the age of 3 and played competitively not long after until 18 on the junior USTA circuit. He then joined Bryant University's Division I tennis team for four years. After college, at 22 years old, Scott began coaching high performance players and was the head pro for high performance at Smatts Academy in Hollywood, Florida. In the summer of 2023, Scott began coaching seasonally at the Nantucket Yacht Club in Nantucket, MA and during the winter months at Midtown club in Weston, FL. He is now happy to be settled at the Delray Beach Tennis Center.

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Ernesto Ruiz Bry
Tennis Professional

With more than 30 years in competitive tennis, Ernesto has played against, worked with some of the best players and coaches of the 80s & 90s. These include and are not limited to Guillermo Vilas, Yannik Noah, Mary Jo Fernandez, Nick Bolletieri, Harry Hoppman, etc. This has helped him develop a high competition training system proving great results with top juniors and professional players alike. Ernesto applies his training system to all ages emphasizing excellence in the technique and shortening the learning time through specialized exercises.

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David Sall  
Tennis Professional

"Specializing in the strategy, the intensity, and the art of the win." With over 35 years of international coaching experience, David brings the grit and tactical precision of South African tennis to every session. As a specialist in high-intensity doubles strategy, his coaching goes beyond the swing; he focuses on the "chess match" of the court—positioning, pressure, and the mental edge required to dominate. Whether you're looking to sharpen your match IQ or master the art of the doubles game, David provides the veteran insight and high-energy drills needed to elevate your play to a professional standard.



Zachary Schneider  
Tennis Professional

Born and raised in South Florida, Zach played all sports but found a love for baseball at a young age eventually becoming a 2 time All American Baseball player at Florida Atlantic University and earning the opportunity to sign with the Boston Red Sox to compete professionally for 4 years. During the off-season Zach helped instruct tennis at the prestigious American Heritage School in Delray Beach, FL where he eventually joined the Delray Beach Tennis Center and its staff shortly after. Zach brings his professional athletic experience into every lesson and clinic he teaches. He creates a positive, high-energy environment and helps players develop a lifelong love for tennis.



Brad Staskowski  
Head Pickleball Professional

Brad is a former competitive tennis player who became a certified pickleball professional with a passion for helping players of all levels improve their game. With over 25 years of tennis teaching experience and over 6 years dedicated to pickleball instruction, Brad brings a deep understanding of court strategy, technique, and player development to every lesson. He has competed at the senior professional level and is also a DUPR Ratings Coach, helping players better understand and improve their competitive standing. Brad works with beginners through advanced players who are

looking to elevate their skills, build confidence, and take their game to the next level in a fun and supportive learning environment.



**Paul Tobin**  
Tennis Professional

As a junior, Paul was one of the top ranked players on the East Coast and nationally reaching #9 in the U.S Junior rankings. As a college player, Paul competed in Division I tennis playing for University of Maryland in College Park. He obtained his master's degree from Concordia University in Athletic Administration. He was the Assistant Head Coach at Georgia College & State University, Head Coach at Saint Francois University and was the Assistant Head Coach for 11 seasons at Penn State University. Paul has coached at various clubs and academies throughout the United States, serving as the Director of Tennis/Head Professional in Macon, Georgia, serving as a traveling professional for Tennis Europe and holding the highest levels of certification in USTA, RSPA, PTR and ITF Tennis.



**Chris Tumm**  
Teaching Professional

Chris is a USPTR professional. Chris played in many USTA events as a junior and was a member of the Rutgers college team. Chris's ability to relate and connect with juniors and spends much of his time working as an instructor in our Recreational and Developmental Junior After School Programs.



**Vincent Williams**  
Tennis Professional

Vincent is a PTR certified professional with over 17 years of player coaching experience, working as a coach in Jamaica at the Hilton Resort in Montego Bay, tennis camps in Maine and academies in Boca Raton, FL. His travels have him assisting with developing junior talents, encouraging adults to flourish and build fundamental skills to achieve the player's tennis goal with a radiant smile.



**Brent Wellman**  
Junior Tennis Director

Brent is a RSPA professional, who was formerly head coach at the University of Central Florida and Hillsborough Community College. He also worked with Tennissmith School in Tampa directing player strength, conditioning, and development programs. At the Delray Beach Tennis Center, Brent works with the Competitive Training Program in player development and video analysis. Brent also plays a vital role in organizing and running many USTA junior tournaments of all ages.





Mark Williams  
Teaching Professional

Mark has been a PTR Certified Tennis Professional and with JCD at the Delray Beach Tennis for over 20 years. Mark is a key member of the Delray Beach Tennis Center teaching staff. Mark is also a highly skilled “racquet stringer” who performs this service for both our guests and the professionals who frequent our facility. As a junior, Mark was ranked in the state of Texas, where he won the Texas State Championship in 1978.



Karla Wojcik  
Teaching Professional

Karla is a tennis professional, who graduated from the Tennis Tech Program (Tyler Junior College) under the direction of Steve Smith. She has 20 years of tennis teaching experience including teaching at the famous Saddlebrook Tennis Resort, directing, and coaching NCAA college teams and working with world class ATP players. Karla was a former member of the National Bolivian Junior Team and has also played professional club tennis in Germany. Karla also speaks 4 languages (Spanish, German, French and English).



Daniel Zirolla  
Teaching Professional

Daniel is a RSPA professional, a graduate of Florida Atlantic University and a member of the USPTA, USTA and ITF. His objective in teaching players at any level is to maximize their potential. Dan has coached on the women’s professional tour as well as the wheelchair professional tour. Formerly he was the Director of Tennis at the Lighthouse Point Yacht Club from 2018 to 2020.



John Kovach  
Pickleball Professional

Association of Pickleball Teaching Professional John was inspired by his late brother Keith who was the 1st Director of Pickleball at the Delray Beach Tennis Center. He is helping our guests learn the fastest growing racquet sport in the US through private instruction, group lessons, and coaches the Ladie’s Pickleball team.



To ensure services continue without interruption if key staff are unavailable, a proactive, multi-layered approach focusing on documentation, cross-training, and flexible, pre-approved contingency plans will be implemented. This strategy minimizes dependency on single individuals and ensures operational resilience.



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## REFERENCES:

Organization name: **City of Delray Beach**

Contact name: Parks & Recreation Department, City of Delray Beach

Address: 100 NW 1st Avenue, Delray Beach, FL 33445

Telephone number: 561-243-7250

Email address: [parks&recreation@mydelraybeach.com](mailto:parks&recreation@mydelraybeach.com)

Dates of Service: 1994 to present

Total contract amount: \$102,900.00

Brief description of Scope of Work: Full-service management provided to Delray Beach Tennis Center, Delray Beach Tennis Stadium, and the Delray Swim & Tennis Club

Organization name: **Palm Beach County**

Contact name: Indira R. Persaud, Director, Special Facilities Division, Palm Beach County

Address: 2700 6<sup>th</sup> Avenue South, Lake Worth, FL 33461

Telephone number: 561-966-6626

Email address: [ipersaud@pbc.gov](mailto:ipersaud@pbc.gov)

Dates of Service: 1994 to present

Total contract amount: \$105,000

Brief description of Scope of Work: Full-service management provided to Southwinds Golf Course

Organization name: **City of Hollywood**

Contact name: David Vazquez, Assistant Director, Parks and Recreation & Cultural Arts, City of Hollywood

Address: 1405 South 28 Avenue, PO Box 229045, Hollywood, FL 33022-9045

Telephone number: 954-921-3469

Email address: [DVazquez@hollywoodfl.org](mailto:DVazquez@hollywoodfl.org)

Dates of Service: 2006 to present

Total contract amount: \$97,000

Brief description of Scope of Work: Full-service management provided to Orangebrook Golf & Country Club

Organization name: **City of West Palm Beach**

Contact name: Dorritt Miller, Former Deputy City Administrator, City of West Palm Beach

Address: 8301 Butler Greenwood Drive, West Palm Beach, FL 33411

Telephone number: 561-701-4184

Email address: [dorrittmiller@gmail.com](mailto:dorrittmiller@gmail.com)

Dates of Service: 2004 to 2019

Total contract amount: \$90,000

Brief description of Scope of Work: Full-service management provided to West Palm Beach Golf Course

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# Tab 6 – TECHNICAL APPROACH

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JCD is committed to continuing the building and maintenance of the positive relationships we have established with the Parks & Recreation Department and all other City departments.

The renewal of the contract with JCD is vital because we offer proven leadership and stability. We have successfully sustained growth and innovation at the facility, provided operational and financial optimization, and continued our efforts within the community to enhance its municipal value.

JCD's corporate office is located at 1300 NW 17<sup>th</sup> Avenue, Suite 273G, Delray Beach, FL 33445. All work will be performed either at our corporate office or on site at the Delray Beach Tennis Center & Stadium (201 West Atlantic Avenue, Delray Beach, FL 33444) or the Delray Swim & Tennis Club (2350 Jaeger Drive, Delray Beach, FL 334454).

Since we are local, our team is available for meetings in person or virtually at the City's convenience.

At any time, you can contact Sharon Painter (CEO of JCD Sports) on her cell phone at (561)716-6016 and/or Jeff Bingo the Director of Racquet Sports for both Delray Beach Tennis Center and the Delray Beach Swim & Tennis Club, on his cell phone at (561) 441-3603. Both are local and live within 5 minutes of the tennis facilities. Cindy Doll, (CFO of JCD Sports Group) is also available by cell phone at (561) 523-0344. In fact, most of our employees are within a 15-minute drive of the tennis facilities and are available to assist in whatever capacity is needed.

Another major benefit for continuing the City's relationship with Delray based JCD Sports Group at both the Delray Beach Tennis Center/Stadium and Delray Beach Swim & Tennis Club is that the City will not have to go through a transition period at the clubs losing valuable time of city staff having to re-educate a new company on how your city operates and possible lost revenues due to a diverted focus of a new group as they try to understand the business, City policies and especially accounting and purchasing procedures.

JCD has experience in working with the City in emergency operations and Sharon Painter has completed several ICS and NIMS training courses for emergencies and disasters. We can provide plans for such emergencies if requested. We are also able to coordinate with the City for any incidental services they may need.

The following section highlights our company's overall approach for delivering the scope of services requested along with strategies we will continue to implement. We have a dedicated approach to work, and sound operational philosophies and beliefs. If given the privilege, once again, as your operator for Delray Beach Tennis Center/Stadium and Delray Beach Swim & Tennis Club, we feel the City will benefit from the fact that neither club will have to go through a tedious transition, and we can continue to focus our efforts on revenue growth and guest satisfaction at the facilities without missing a single step.

### **JCD's Strength**

- Local Tennis Industry Knowledge of the South Florida Market
- Office is located in the City of Delray Beach
- More than 35 years of professional experience in tennis facility management and marketing
- Portfolio of managed municipal properties
- High client satisfaction resulting in a very high percentage of contract renewals
- Understand the dynamics of maintaining a loyal customer base
- Proven marketing and sales strategies to grow revenue in highly competitive markets
- Promote and brand the tennis facilities, not the management company
- Working directly and having strong relationship with the ownership and the tennis facilities



- Created, managed, and marketed numerous racquet sport events, boxing, volleyball and other charity events, commercial shoots, magazine shoots and social media shoots. Please see pages 52-55 for a detailed list.
- We have hosted many junior tournaments annually including the PIM national USTA junior events, to name a few.
- Over thirty years of experience in major tennis tournament management, marketing, and event production.
- Over 170,000 tennis court participants each year at our properties and able to offer the tennis facilities many unique marketing opportunities Implementation of a variety of player development programs at its facilities.
- Objectivity, broad expertise, and depth of resources
- Accountability to the ownership - finances, reporting, performance
- Cost efficiencies
- Facility innovation and strategic improvements including calendar and scheduling optimization, premium pricing for stadium court reservations, removal of court lighting fees and continual improvements to court surfaces.

### **Comprehensive day-to-day management services**

#### **Marketing and Sales**

With our office located here in the City of Delray Beach, JCD naturally brings a rich understanding of the City and the South Florida tennis market. Our company offers personal connections to the area, and most importantly, experience in working in South Florida. We also understand the Delray Tennis market and have knowledge of working with and within the municipal environment and settings. We train our team to optimize court utilization, generate merchandise sales and promote an overall positive customer experience.



For Delray Beach Tennis Center and Delray Swim & Tennis, JCD will employ a number of programs which, used in concert with each other, will produce a successful marketing plan. We will complete a competitive tennis facility assessment and review the tennis center strengths, weaknesses, opportunities, and threats (SWOT). These efforts will allow the identification of target customer segments and the development of marketing strategies and tactical plans to capture the desired customer segments.

#### **Overview**

This strategic marketing plan outlines the initial marketing action items we anticipate implementing during the operation of DBTC and DS&T. The primary objective of the marketing plan for the tennis facilities is to increase program participation and retention of current users.

The target customers for the Delray Beach Tennis Center and Delray Swim & Tennis Club are high volume tennis enthusiasts who appreciate quality tennis facilities at reasonable prices. The court conditions of the Tennis Center



are superb and customer satisfaction is high. Our goal is to continue to have over 150,000 total players per year and sell approximately 400 total memberships.

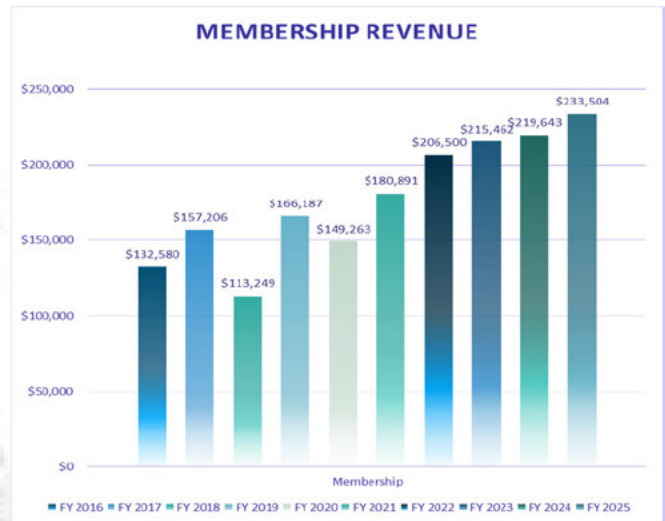
We will tailor marketing efforts to target these three specific groups: City of Delray Beach Residents; Surrounding County Residents; and Tourists. We will promote programs designed to attract and retain local and regional customers and ensure that the Delray Beach Tennis Center and the Delray Beach Swim & Tennis Club become a “destination” for tourists visiting our city.

Additionally, we want to promote junior development along with educational partnerships with area schools.

## Plan Components

JCD will work diligently to continue the implementation of the following plan components:

- Maintaining and managing marketing systems, including Internet (website, e-mail)
- Continue implementation of advertising (print, electronic display), direct marketing promotional offers and community and vendor partnerships and sponsorships
- Continuation of member retention programs including membership events
- Continuation of quality assurance programs including guest surveying and on-site visits



## DELRAY BEACH TENNIS CENTER

### Volley...Learn...Play...Win...

BY DIANE FEEN | PHOTOS BY MELISSA KORMAN

Did you know you can play tennis or pickleball in the middle of a bustling city?

**T**ennis and pickleball games, clinics, lessons, mixers, and the camaraderie of these fast-paced court sports right in the heart of Delray Beach.

And it's not just any courts. The 14 Har-Tru, 4 hard, and eight Pickleball courts at the Delray Beach Tennis Center have a more country club vibe than rustic city courts you might find off the beaten path.

As a matter of fact, the DBTC courts are so coveted and meticulous they recently received the Outstanding Facility Award from the United States Tennis Association (USTA).

This award recognizes excellence in the construction and renovation of tennis facilities, accommodations for players, spectators, and press, with seating for spectators, food service and social areas.

These attributes are what makes the Delray Beach Tennis Center and its sister club the Delray Swim & Tennis Club so beloved for those who live near or far. They both have a country club atmosphere available to anyone—members or non-members. As a matter of fact, when you join one club you automatically become a member of the other one.

Both tennis clubs have a clubhouse, pro shop, and locker rooms with showers (the DBTC also has a pavilion for corporate lunches or meetings). The Delray Swim & Tennis Club has 24 Har-Tru courts, clubhouse, pro shop and locker rooms.

These action-packed sports now have everyone in a tennis and pickleball frenzy. "Tennis is having a boom right now because during covid people found out that 78 is not nearly as scary. You can be opposite someone and still have a wonderful time and enjoy special

camaraderie," said Brent Wellman, Director of Junior Development. He's right. The DBTC has weekly Round Robins, Tennis Mixers, Clinics, Lessons for all levels and everything in between. Sunday mornings are tennis mixers, Sunday and Friday night are drills, hitting and match play for all level players.

There is also Cardio-Tennis, Beginner Clinics, Stroke of the week (the good kind), and Wanna Work Out Clinics (fast paced ball hitting and exercise court action with music). Friday night and Saturday morning are mixers, and they have Ladies and Men's teams, Elite Drills and Match Play clinics.

The times vary, but the skill and enjoyment of the game is paramount. If you are new to tennis or pickleball you can take private or group lessons. If you are not a member of a country club and feel left out of court sports, rejoice. Both DBTC and the DSTC welcome you (and your family) with open arms.

A lot of this renewed enthusiasm (and court updating) is due to the foresight and hard work of Jeff Bingo, General Manager of Racquet Sports for JCD Sports Group. Bingo is a tennis legend who has been tending to both Tennis Centers' grand style and court level of playing, mixers, and summer strategy camps. Bingo was a tennis champ and has managed upscale country clubs and racket clubs for many years.

His finger can be seen from any angle. There are now tennis clinics and mixers, strategy camps, tennis leagues, Friday Night Mixers, programs and more.

Their booming Junior Program is for all age young people. They have drills and drills for ages 5 to 9 and team games. "We are big on how you hit the ball and skill development. The junior program is open, and we have new players from ages 5 to 18," said Wellman. They also have Green Dot Lessons and Summer Tennis Camps.

Members and non-members can rent a ball machine to hose their strokes and cardio endurance. But members do get extra perks. You can sign up for courts three days in advance, you get a discount on Round Robins, Mixers, Private lessons, Ball machine rental and you get a membership at the DBTC. Members also get complimentary use of Pickleball courts.

You don't have to be a Delray resident to join either club. Prices start under \$400 for residents and go up slightly for families and non-residents.

This award-winning tennis center also has an 8,200-seat stadium with tournaments like the prestigious ATP Champions Tour and Delray Beach Open.

"I like building things. When I came to DBTC I wanted to bring new life into this facility. It has grown exponentially, and the quality of players and instructors we have is incredible. This is a public facility with a private club feel to it."

Bingo is right. The serenity despite the action of the courts is what people crave after a hard day's work (or a challenging career).

You can also host a corporate event. Guests can play tennis and gather at the pavilion for lunch or a meeting. There's a conference room, pro-shop with locker rooms and merchandise.



The Delray Beach Tennis Center is a breath of fresh air for anyone looking to play tennis, pickleball or just share the camaraderie and kindness on or off the courts.

THE DELRAY BEACH TENNIS CENTER  
201 WEST ATLANTIC AVENUE, DELRAY BEACH  
561-243-7360  
www.delraytennis.com

HOME OF:

- ATP 250
- USTA Pro Circuit
- USTA Pro Circuit

**OPEN TO PUBLIC**  
**TWO LOCATIONS:**

**LOCATION 1**  
DELRAY BEACH TENNIS CENTER  
201 W Atlantic Ave.  
561-243-7360

**LOCATION 2**  
DELRAY SWIM AND TENNIS CLUB  
2350 Jaeger Dr.  
561-243-7058

**OPEN TO THE PUBLIC**

www.delraytennis.com

- 30 Tennis Courts
- 6 Hard Courts
- 19 lighted courts
- 8 Pickleball courts
- 8,200 seat Stadium
- Locker rooms with showers
- Pro Shop
- Stringing on site
- Ball Machine Rental for Tennis & Pickleball

- Tennis and Pickleball private and group lessons
- Adult: Tennis and Pickleball Programs
- Weekly Round Robins, Tennis Mixers, Clinics, Lessons for all levels
- Junior Tennis Programs
- Ladies' and Men's Teams
- Holiday Camps
- Corporate Outings
- Drop Ins Welcomed

## Marketing Systems

**Website:** <https://www.delraytennis.com>: The Delray Beach Tennis Center and Delray Swim & Tennis Club website will continue to be kept up to date by our team at no additional cost. This will aid with increasing traffic and improved placement on the major search engines. We will maintain a consumer-friendly, easy-to navigate website for Delray Beach Tennis Center and Delray Swim & Tennis. The website will have the capability to provide the visitor easy access to finding directions and learning more about the City of Delray Beach tennis facilities.

**Point of Sale:** JCD recommends the City purchase a POS system. A Point of Sale (POS) system will provide significant business benefits by speeding up checkouts, tracking inventory in real-time, and generating detailed sales analytics. It will improve accuracy, support multiple payment methods, enhance customer relationship management (CRM), and enable secure transactions. The POS will capture customer data, purchase history, and contact info to support personalized marketing.

**E-mail:** Until a POS system is installed, we will continue to gather e-mail addresses of our patrons to communicate any special events happening at the Delray Beach Tennis Center and Delray Swim & Tennis.

**Photography:** Continue to collect photos of special events and celebrities using our facility for social media postings.

**Advertising:** Continue to implement an advertising campaign that targets and attracts new guests. All advertising will be appropriately messaged for the intended product/service (local play, stay and play, group business), and geographic target (local, regional, national).

**Guest Surveys and Feedback:** We will continue to implement guest surveying and feedback mechanisms to maintain a constant understanding of how well we are doing at meeting guests' needs.

|                                                        |             |
|--------------------------------------------------------|-------------|
| <b>Participant Survey</b>                              | <b>2025</b> |
| <b>Friendliness/Service of staff</b>                   | <b>4.5</b>  |
| <b>Overall Court Condition</b>                         | <b>3.8</b>  |
| <b>Overall membership, pass &amp; daily rate value</b> | <b>4.2</b>  |
| <b>Overall Experience</b>                              | <b>4.2</b>  |
| <b>Would you recommend to a Friend?</b>                | <b>4.3</b>  |

**Delray Beach Tennis Facility**  
**Participant Survey**  
To serve you better please let us know how we are doing at meeting your needs.

Please check from 5 (Excellent) 3 (Satisfactory) 1 (Unsatisfactory)

|                                             | 5                     | 4                     | 3                     | 2                     | 1                     |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Friendliness/Service of staff               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall Court Condition                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall membership, pass & daily rate value | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall Experience                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Would you recommend to a Friend?            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Comments: .....

Name: .....

Email: ..... Zip Code .....



**Promotional Offers:** Continuation of promotional offers designed to attract new guests and visitors.

**Guest Retention Programs:** Continue our guest-focused retention programs that help to ensure DBTC and DSTC guests return and increase their visits, resulting in a more stable tennis segment for growing revenues.

**Communication:** Continue regular communication with guests via email, phone and social media.

**Sales Programs:** JCD will continue with guest-focused sales programs that help to ensure that guests continue to visit the DBTC and DSTC.

**Staffing:** Managers on-site will manage the sales process for all events.

**Hotel:** We will continue to work with local hotels to provide a stay and play package for Delray tourists such as the Colony Hotel & the Seagate Hotel, Marriott, Fairfield Inn, Hyatt Place, The Ray, Aloft, etc.



### Delray Beach Tennis Center

8.1K followers • 185 following

The Delray Beach Tennis Center is a full-service public tennis facility located in the heart of Delray Beach, FL.

■ Tennis Stadium \$5



Call now

Following

Message

**Facebook:** Facebook is a marketing vehicle used for DBTC and DSTC. There are new posts regularly which contain a variety of information which may include tennis trivia, tournament updates and pictures of DBTC and DSTC staff, customers, and scenery. Our followers have grown to 8.1K.

**Information Board:** JCD believes the information board at the tennis facility is

an easy way to keep players informed of programs and results at the facility. In-shop information displays will have current information on programs and pricing for easy review by DBTC and DSTC guests.

## Reputation Management

At JCD, we include as part of our standard services reputation management specifically to monitor guest comments on all social media outlets. DBTC and DSTC and the City will benefit tremendously from this service as we will be able to effectively manage the reputation of the facility and respond to our guests in a social media platform. And lastly, but as important as any item mentioned above, Delray Beach Tennis Center and the Delray Swim & Tennis Club management and staff have created relationships with our customers that will make them want to come back and tell all their friends to do the same. Additionally, the excellent court conditions we have created and the professional staff relationships with local touring professionals and their teams has led to many world ranked ATP and WTA champions training at our facilities. This further enhances our reputation as a world-class facility. Listed below are a few examples of such professionals that train at Delray Beach Tennis Center.



Coco Gauff – Coco led the US Billie Jean King Cup team to a 2023 Qualifier Victory against Austria, 2021 US Open Doubles Runner Up, 2020 Australian Open Round of 16 in singles, 2019 & 2021 Wimbledon Round of 16 in Singles Gauff has won eleven career singles titles, including two majors at the 2023 US Open and 2025 French Open, as well as the 2024 WTA Finals. Currently has a career high ranking of world #2 in singles and #1 in doubles, and lives in Delray Beach, FL.



Jessica Pegula – reached #3 ranking in both singles and doubles in October 2022, as of today she has won 10 WTA singles titles, and 7 doubles titles, 2024 US Open singles finalist and a multiple-time Grand Slam semifinalist, trained at the Delray Beach Tennis Center with Coco



Ben Shelton – had photoshoots with different brands at the Delray Beach Tennis Center, current top 20 American in singles

Leylah Fernandez – 2021 US Open Singles runner up, currently ranked within the top 30 she resides in Boynton Beach, FL



From: Leylah Smith <leylahsmith@icdsportsgroup.com>  
Date: September 26, 2023  
To: [jeff@icdsportsgroup.com](mailto:jeff@icdsportsgroup.com)  
Subject: Letter

I'm so grateful to the JCD team group for all of their efforts and management of the Delray Beach Tennis Center. I started training there earlier this season and Jeff and his team always go out of their way to make sure my team and I are taken care of. It's been great preparation during my training blocks.

Leylah



Frances Tiafoe – career high ranking of #10 in 2023, he had semifinal runs at the US Open in 2022 and 24 becoming the first American man to do so since 2026, 3 ATP singles titles including the Delray Beach Open in 2018, currently ranked within the top 30, resides in Boynton Beach, FL

Madison Keys – had a photoshoot with Frances Tiafoe in the stadium and trains in the south Florida area





Riley Opelka – career high ranking of #17, currently ranked within the top 70 in singles and 2020 Delray Beach Open Singles Champion, resides in the Boca Raton, FL



Tommy Paul – former top 10 singles American in 2025, resides in Boca Raton, FL



Matteo Berrettini – ranked as high as 6 in the world in singles. He practices hitting with Kevin Anderson at the Delray Beach Tennis Center.



Tennys Sandgren – currently near the top 100 he had been ranked as high as 41 in singles

Stefan Kozlov – local south Florida professional who has been ranked as high as 103



Lauren Davis – has been ranked as high as 26 in the world for singles



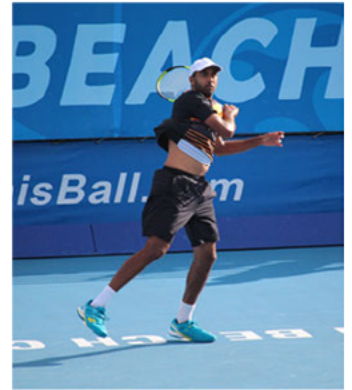
Vania King – has been ranked as high as 50 in the world for singles and 3 in the world for doubles



Carling Seguso – former singles world #8, 1984 US Open Semifinalist and 2 career titles she is a local South Florida resident



Robert Seguso – former doubles world #1, former singles world #22, 1987 Roland Garros Doubles Champion, 1987 & 1988 Wimbledon Doubles Champion, local to south Florida



Anna Leigh Waters (PICKLEBALL PLAYER) – originally trained at the Delray Beach Tennis Center, she became the most dominant athlete in professional pickleball history and the youngest at age 12, having revolutionized the game with an aggressive style, as of today she is the world No. 1 ranked player in women's singles, doubles, and mixed doubles



Brenda Schulz – former singles world ranked #9 and doubles world #7, Wimbledon & US Open Quarterfinalist, resides in South Florida

Victoria Azarenka (TENNIS PLAYER) – former world No. 1 (51 weeks total, finishing 2012 at No. 1). She is a 2-time Australian Open singles champion (2012, 2013), 3-time US Open finalist, and 2012 Olympic Gold (mixed doubles) and Bronze (singles) medalist, won 21 WTA singles titles and achieved the 2016 "Sunshine Double," trained at the Delray Beach Tennis Center at least twice



Alicia Parks – had a photoshoot at the Delray Beach Tennis Center



Lisa Leslie – from 1997–2009 she dominated as a center for the Los Angeles Sparks with 2 WNBA championships (2001-02), 3 MVPs (2001, 2004, 2006), and 8 All-Star selections, was the first to dunk in a WNBA game, first to 3,000 points, and first to reach 6,000 career points, she came on multiple occasions for Ladies Morning League Matches throughout the year at the Delray Beach Tennis Center



Roscoe Tanner – one of the few 1-time grand slam champions, he came to play social tennis with the Delray Beach Tennis Center members and guests at the 1pm slot

Caroline Wozniacki – Australian Open 2018 champion and former #1 Danish singles professional, she had a photoshoot at the Delray Beach Tennis Center



### Pro Shop

We will provide adequate pro-shop inventory to ensure customer needs are met. Grips and balls are always in demand. We also carry accessories such as wristbands, string, dampeners, hats, overgrip, sun block, etc. We carry small quantities of clothing as the pro shop space allows.

Racquet stringing and re-gripping will also be an amenity provided to our guests. Currently, we offer a 24-hour turnaround on stringing, however, it is within hours many times.

In addition, The DBTC carries demo racquets for guests to try our new products and will special order racquets when requested. The carrying cost of racquets, the small profit margin and potential for loss makes the demo route the best option for both City tennis facilities.

We will conduct, at a minimum, quarterly inventory counts, both as a control and to ensure inventory levels are at an appropriate level to service our customers. Inventory reports will be provided to the City.



Regarding the food and beverage situation at the DBTC, we offer vending service for soda, water, energy drinks, and snacks. We did attempt, in the past, to offer quality food and beverage service upstairs above the clubhouse, however, we found the tennis players did not support this operation.



We do have a full-service liquor license which we use for special events and relinquish to event operators for the ATP and other special events.

In addition, this upstairs room is used as a hospitality room for events and concert promoters. It is also utilized by the ladies' teams on competition days for luncheons when food is catered.

Other functions of this room include tournament registration area for junior events, City police use as a command center for various special events, and as a "party" room for kids' tennis parties.

### **Court Time Reservations**

Members may make court reservations at the DBTC and DSTC three (3) days in advance starting at 11:30 a.m. Non-residents may make court reservations at DBTC and DSTC one (1) days in advance.

The Director of Tennis will coordinate all Tennis Center and Tennis Club activities with any commercial film productions or special events to maximize usage of the facility. This will also provide a better customer experience to our patrons.

### **Ball Machine**

Utilizing the ball machine is a way to allow individuals and groups to refine their stroke mechanics when they do not have a partner present or just want to practice alone. We offer the use of the ball machine for \$22.65 plus court time.

### **Customer Satisfaction**

JCD values guests and members' opinions at all our facilities and is committed to address and resolve any complaints or issues in a professional and timely manner within 48 hours of receipt. Upon request we will furnish the Parks & Recreation Department with a report of all complaints and the resolution. Customer satisfaction and guest recovery is done through empowering our co-workers to solve guest issues immediately by doing the right thing. Our organization recognizes that satisfied customers are the key to long-term success. We also understand that the road to customer satisfaction is filled with diversions and potential pitfalls. To successfully guide Delray Beach Tennis Center and Delray Beach Swim & Tennis Club we will provide an unwavering commitment to the highest standards of service, product quality and efficiency.

### **Customer Service Training**

From the moment a customer arrives at the tennis pro shop to check in, we will be committed to creating the best service experience possible throughout the facility. It is our objective to add value with our service at every opportunity. We have developed customer service programs for every aspect of an operation. Our programs range from the orientation of





the court maintenance crew regarding interaction with guests, to more formal and sophisticated service training programs for those co-workers with a great deal of customer interaction. We believe one of the strongest positive impacts we can have with our guests is to greet them by name as early and as often as possible.

### **Stadium Management**

Management of the Tennis Stadium is a unique qualification component we possess. Currently we manage all activities in the Stadium and have done so since it was built. Therefore, we are aware of all the nuances (both positive and negative) the facility presents. Current staff is aware of set-up and striking of the site for City events, commercials, tournaments, etc. Our special event director has liaised with the City staff for the past 30 years and is able to work with agents and promoters to draft agreements for commercials or special events for the Parks and Recreation Director to review and send to legal. After approval of agreements, all organization and collection of revenues, insurance and administration is handled by the event director.

The major event hosted by the Delray Beach Tennis Center is the Delray Beach Open. Our Special Events Director Sharon Painter has worked with Match Point on logistics for every tournament produced by Match Point and the City of Delray Beach for the past 28 years. She and her team over the years have created an efficient system to get logistics completed with the least amount of disruption to the tennis membership and daily players.

Since relationships with industry location scouts, celebrity talent managers and production companies are paramount to booking future events, our positive interactions and on-site knowledge is a plus. Below is a list of events we have managed for the City of Delray Beach since the stadium was built.

### **Stadium Concerts**

- Donna Summer
- Michael W. Smith
- Dilbert McClinton
- Sister Hazel
- James Brown
- Barbara Mandrell
- Frankie Valli and the Four Seasons

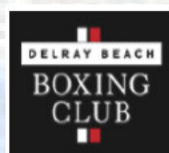


### **Stadium Events**

- Mexican Dancing Horses (Cinco de Mayo) —This required plywood be used to cover courts and then sand covering plywood, so horses did not damage the court.
- Boxing — This required a floor covering under the boxing ring and chairs around the rink to be attached to each other to prevent them being thrown into the ring.
- Tony Hawk skateboarding exhibition — This required some covering of the tennis stadium surface and placing a few skateboard ramps in the tennis stadium.
- Political Rally with President Barack Obama —This event required all involved staff to pass a Secret Service background check prior to the event. This was a very detailed event with heightened security requirements. We worked very closely with the Delray Beach police department, the Palm Beach County Sheriff's office, and Secret Service to meet their stadium and site requirements. Non security organization was handled by our management staff working with the White House Chief of Staff and their aides for coordination.



- Nobel Peace Prize Speakers, Desmond Tutu and Betty Williams — This event required the covering of the tennis stadium floor and the addition of a stage, lighting, and floor seating.
- OWL (Oracene Williams) Tennis Event — Venus and Serena Williams were featured.
- ATP Tour Events since 1999
- 2004 Davis Cup Tie
- 2005 Fed Cup Tie
- 2013 Fed Cup World Group Playoff
- Champions Tour Events since 2010
- Chris Evert Pro Celebrity since 1998
- AVP Beach Volleyball — This required plywood to be used to cover courts and then sand to a thickness required by the AVP to be placed on top of plywood covering.
- Detergent Commercial with Andy Murray — Court was painted red clay color to simulate French Open playing surface and then returned to original color.
- Chase Bank Commercial with Serena Williams
- Gatorade Commercial with Venus and Serena Williams — Gatorade has used the Tennis Center and Swim & Tennis Club site with Serena and/or Venus five times.
- Canon Camera Commercial with Andre Agassi
- Head Racquet Commercial with Novak Djokovic
- Citibank Commercial with the Bryan Brothers
- Magic Copper Commercial with Boris Becker
- Nike Photo Shoot with Serena Williams
- Proactive Commercial Shoot with Serena Williams
- Leanin.org documentary interview with Serena Williams
- Dude Perfect video with Serena for Mission Sportswear
- Private Bar Mitzvah
- Black Sheep Fight Night 2
- Delray Beach Pickleball Open
- Delray Beach Pickleball Club Annual Tournament
- Columbus Day Open
- APP Pickleball Open
- Mango invitational Tennis Tournament
- Red Bull Photo Shoot
- 2021 ITF Wildcard Survivor Event
- 2021 6th Annual YellowTennisBall.com Junior Championships
- Clay Court Nationals 16's and 18's
- Sunshine State Open
- Columbus Day Open
- Summer Smash Sectionals



To whom it may concern,

I recently had the pleasure of working with Sharon Painter and her team at the Delray Beach Tennis Stadium for the Blacksheep Fight Night 2. This was the first event we were producing at the Tennis Center stadium location. After this positive experience we are hoping to produce more events at the Tennis Stadium.

Sharon was very informative and helped guide us through the process to help us make our event the success that it was. She also helped expand my connections with key industry professionals in the area.

Sharon and Jeff made sure we had all the support staff we needed and were responsive to all our needs. Sharon, Jeff and their entire team are great ambassadors for the Delray Beach Tennis Center Stadium and the City of Delray Beach.

I highly recommend them both, without reservation, for any special event coordination or production you may require.

Joe Samana  
Delray Boxing Club



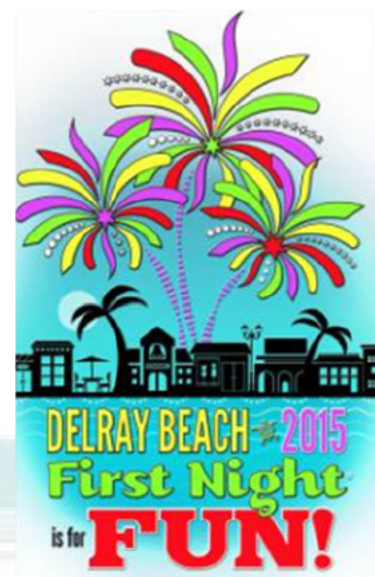
- "Play Like a Pro" Stadium Court Rental
- Be like Brit fundraising event
- South Palm Beach County Bar Association Bench & Barrister Tournament
- Men's Senior League awards ceremony
- Fashion photo shoot for Ralph Lauren
- Delray Youth Tennis Foundation Junior Team Tennis Tournament
- Pickleball Club Franklin Pickleball Challenge Finals
- Gulfstream elementary Tennis Event
- UTR Tournament
- Ben Shelton Interview
- Carousel Production Shoot
- Tommy Paul Dymatize Commercial
- Naked Juice Commercial featuring Coco Gauff
- Tennis Under the Stars run by Delray Beach Youth Tennis Foundation
- Photoshoot with Frances Tiafoe and Ask Media Productions
- Lululemon Commercial Shoot featuring Frances Tiafoe and Leylah Fernandez
- Adidas Commercial featuring former US Open slam champion Caroline Wozniacki
- Venus Razor Brand Commercial featuring upcoming WTA stars Alicia Parks, Peyton Sterns and Taylor Townsend
- Commercial Shoot for Youtuber Mr. Beast and Serena Williams
- Photo Shoot with top % ATP & top 10 WTA players
- Hosted City Drone Show
- Commercial Shoot for Lululemon with Conde Nast featuring Frances Tiafoe
- 2025 Davis Cup United States vs Czech Republic
- Avenue Church 5th Anniversary Pickleball event





## Tennis Site Events

- Chris Evert documentary interview, upstairs Tennis Center
- Martina Navratilova documentary interview, upstairs Tennis Center
- Squash Championships — A squash court was built on clay court #1
- National Night Out, Tennis Center open area
- La Siren Haitian Festival, Tennis Center open area
- City of Stars Event, Tennis Center open area
- Every First Night for the City of Delray — Included assisting with construction of an ice rink for an ice dancer performance; a circus and trapeze setting for an acrobatic performance, hosting “singing alpacas” fireworks, concerts, a car drop, ping pong ball “drops” and any other activity the City assigned us to host.



JCD knows all the “ins and outs” of the stadium and tennis center site and has a great working relationship with the City staff involved in events. (i.e., facilities maintenance, public works, streets and roads, park maintenance, police and fire, code, etc.)

Managing events takes a great deal of flexibility and last-minute common-sense decisions. There are a lot of moving parts such as: the talent, the weather, the producers, security, managers, patrons, operations staff, parking, street closures, permits and licenses, etc. The advantage of having experience at the DBTC stadium for many years makes logistics and decisions a much quicker process.

A successful stadium operator must be knowledgeable on the facility, infrastructure, surrounding area and City staff that are responsible for City requirements. There must also be leadership that can communicate effectively to get the job completed successfully.

Another facet of the management process is to create positive relationships with the promoters, producers, and location scouts so they return. Many of the same location scouts will recommend the Tennis Center and Stadium because of the experience they have enjoyed in the past. You will see in the reference letters, location scouts have recommended the Delray Beach Tennis Center site to their clients because of past experiences.

Additionally, the ATP World Tour Event and the Champions Tour Event are held at the Delray Beach Tennis Center. These events are not produced by the City, however contractually, the City requires the Tennis Center staff to perform additional tasks for these and Tennis Center events. JCD has been required to liaise with the City and staff to coordinate efforts for these events. Flooring must be installed and uninstalled to cover clay courts for use as hospitality areas. Annually additional utility carts must be obtained; stadium power washed, seats repaired, trash compactor ordered, extra waste pickup scheduled, parking and security quotes obtained along with bleachers, speakers, and portable lighting, to name just a few of the tasks required. These tasks take a great deal of detailed coordination and communication with the event producers, the City Purchasing Department and the Parks and Recreation Department to get everything timed properly for delivery, setup, and completion prior to the event opening.



In closing, Stadium and Event Management is important to the operation of the Tennis Center because of the perception that any event held at the Tennis Center is a City produced event, whether it is or not. Because of this perception, it is imperative for proper presentation of any event which utilizes the facility. The vast experience JCD has with this stadium property, the contacts and relationships that have been developed with vendors and City staff and the communication skills and attention to detail are what separates us from other prospective stadium operators.

To whom it may concern;

I am pleased to recommend the services of JCD Sports Group and Sharon Painter. I have worked with Sharon and her team on several occasions at the Delray Beach Tennis Center and the Delray Beach Swim & Tennis Club. On all occasions they excelled in providing excellent service in a friendly manner. It is truly a pleasure to work with such professional, friendly people like Sharon.

We appreciated the enthusiasm, attention to detail and flexibility required when producing projects of this nature.

Sincerely,



Allan Ramos

[anrlocations@anrproductions.com](mailto:anrlocations@anrproductions.com)



To Whom It May Concern:

My charity event is very dear to my heart and the JCD Sports group and the Delray Beach Tennis Center have been an integral part of its growth and success. The first years of the event were held at the Polo Club in Boca Raton, where I was the Touring Tennis pro and then at the Boca Raton Resort & Club. In both cases there was not a proper stadium pro and we had to build bleachers to accommodate the audience limiting our options.

In 1998 my brother-in-law, Brian Dubin, suggested moving the tennis portion of the festivities to the Delray Beach Tennis Center, a facility managed by his company JCD Sports Group where we have been ever since. The venue could not have been a better fit. Also, having the support of JCD has been invaluable. In 2006, Sharon Painter became the point person for over-seeing operations.

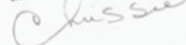
The three-day event in November requires massive preparations starting with per June. Followed by the strategic site layout for tents and banners, as well as, sponsor relations. JCD Sports group is integral in organizing all areas of operations, including the EMS, Fire Department, Trash removal, and insurance. They handle all arrivals of goods and prep the entire venue for the event.

My staff handles the cocktail party on Friday and the Gala on Saturday night. Boca Raton. Therefore, we rely heavily on JCD to manage and control the Pro-Cele Tournament on Saturday and Sunday.

Delray Beach is a perfect venue for the event and the Delray Beach Tennis Center is the perfect venue and team for its success.

I am very much looking forward to the event this year and for many more to come.

Warm Regards,



Chris Evert



To Whom It May Concern:

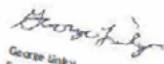
The Sports Commission has worked with Sharon Painter and her team of extremely qualified professionals at JCD Sports Group for many years. I have witnessed their many talents and skills in action and have seen firsthand, the initiative and positive attitude towards accomplishment that have been demonstrated by Sharon and her team. JCD Sports Group has served as a strong partner of the Palm Beach County Sports Commission.

JCD Sports Group has been providing golf and tennis management to developers, private clubs and municipalities in South Florida since 1998. As a strategic partner, they have excelled the Palm Beach County Sports Commission with recruiting, securing and servicing events. Through our partnership with JCD Sports Group, the City of Delray Beach and Palm Beach County has been home to many marquee sporting events. JCD Sports was instrumental in bringing the Federation Cup and Qols Cup to the Delray Beach Tennis Center on multiple occasions. Additionally, JCD Sports Group has supported several youth tennis tournaments sponsored by the United States Tennis Association (USTA), which take place annually in Delray Beach. These efforts have assisted the Sports Commission's initiative to enhance sports tourism in Palm Beach County.

Sharon and her staff are loyal, dedicated, motivated, and committed to success. Their approach, application of effort and innovative spirit has been outstanding throughout their many partnerships with the Sports Commission. These partnerships have proven to be an asset for the Palm Beach County Sports Commission.

Please do not hesitate to call me if you would like more information.

Sincerely,



George Usby  
Executive Director

JUST BRING YOUR OWN!

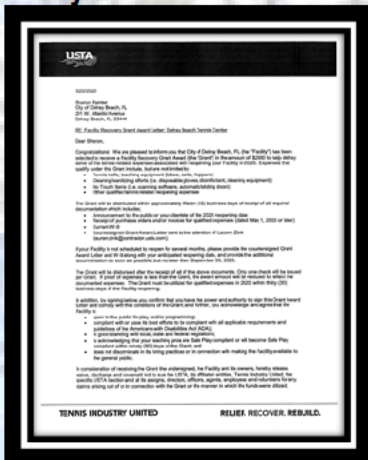
1111 Palm Beach Lakes Blvd., Suite 2100, Palm Beach, FL 33480, 561-997-1222, 561-997-1223  
[www.palmbeachsports.com](http://www.palmbeachsports.com)

# Accomplishments & Awards

## 2021 Outstanding Tennis Facility Award



## 2020 USTA Facility Recovery Grant Delray Beach Tennis Center



## 2020 USTA Facility Recovery Grant Delray Beach Swim & Tennis Club



## 2020 USTA Florida Section Facility Recovery Grant Delray Beach Tennis



## 2020 USTA Florida Section Facility Recovery Grant Delray Beach Swim & Center Tennis Club





## 2010 USTA Honorable Mention "Best Tennis Town"

CITY OF DELRAY BEACH

MEDIA RELEASE

City Receives Honorable Mention in USTA's "Best Tennis Town" Contest

**July 30, 2010: The United States Tennis Association (USTA) announced that it has officially awarded the City of Delray Beach an honorable mention and recognition as one of the nation's top ten (10) tennis communities following the USTA's search for the "Best Tennis Town".**

**As part of the honor, Delray Beach will receive \$2,000 in tennis equipment for its community tennis programs.**

The 2010 "Best Tennis Town" contest was the USTA's second nationwide search to identify the local area - from small, rural towns to large, urban metro areas and everywhere in between - that best exhibits the qualities of a great tennis community. After carefully reviewing eighty-two entries, a panel of judges selected ten (10) communities as finalists for the 2010 "Best Tennis Town".

"The City is proud to be recognized as one of the nation's top ten tennis communities," states Delray Beach Mayor Nelson S. "Woody" McDuffie. "This reflects our City's passion and commitment to the tennis programs and events that are held here throughout the year. On behalf of the City, I would like to thank everyone who voted for Delray Beach and for the overwhelming support from our community."

Visit [www.besttennistown.com](http://www.besttennistown.com) to view the City's video submission for "Best Tennis Town." For more information, contact the Public Information Office at (561) 243-7190.

Contact:  
City of Delray Beach  
Public Information Office  
(M1)(masked)  
(address removed)

City Commission:  
Nelson S. "Woody" McDuffie, Mayor  
Adam Frankel, Vice-Mayor  
Angela Gray, Deputy Vice-Mayor  
Gary Ekopoulos, Commissioner  
Fred Felzer, Commissioner

[MyDelrayBeach.com](http://MyDelrayBeach.com)

Follow [CityDelrayBeach](#) on Twitter





## Awarded the bid for USTA Davis and Fed Cup Ties

2004 Davis Cup



2005 Fed Cup



2013 Fed Cup







## Staffing Resources/Plan

### Corporate Team

| Positions                     | Type      | Employees |
|-------------------------------|-----------|-----------|
| CEO - Special Events Director | Full-time | 1         |
| CFO                           | Full-time | 1         |

### Delray Beach Tennis Facility Management

| Positions                                     | Type      | Employees |
|-----------------------------------------------|-----------|-----------|
| Director of Tennis/General Manager of Racquet | Full Time | 1         |
| Director of Ladies Teams                      | Full Time | 1         |
| Administrative Assistant/Shop Manager         | Full Time | 1         |
| Accounts Payable/Purchasing/Payroll           | Full Time | 1         |
| Marketing                                     | Part Time | 1         |

### Delray Beach Tennis Center

| Positions          | Type             | Employees |
|--------------------|------------------|-----------|
| Tennis Shop Clerks | Part Time        | 6 - 10    |
| Tennis Maintenance | Full & Part Time | 6 - 8     |
| Tennis Instructors | Full & Part Time | 10 - 15   |

### Delray Swim & Tennis Club

| Positions          | Type             | Employees |
|--------------------|------------------|-----------|
| Tennis Shop Clerks | Part Time        | 6 - 10    |
| Tennis Maintenance | Full & Part Time | 6 - 8     |
| Tennis Instructors | Full & Part Time | 10 - 15   |

### Delray Beach Tennis Stadium

| Positions               | Type      | Employees |
|-------------------------|-----------|-----------|
| Event Manager           | Part Time | 1         |
| Special Events Director | Part Time | 1         |
| Event Assistant         | Part Time | 1 - 2     |
| General Staff           | Part Time | 2 - 6     |

Event staffing varies based on type and size of event

JCD will staff the City of Delray Beach tennis facilities with the number of managers and employees necessary to successfully operate a profitable business. The executive team will work closely with staff when hiring, training and evaluating individuals for any open positions.



JCD closely monitors the staffing levels to coincide with business needs and such adjustments are made to properly reflect the seasonality of the tennis facilities.

JCD will comply with the City's guidelines regarding hiring. We will also recruit, hire, and train from the local community to operate and maintain the Center and Club. All employees will be appropriately attired to be distinguishable as a tennis facility employee. JCD is an equal opportunity employer and does not discriminate against any worker, employee, applicant, or any member of the public because of race, color, religion, national origin, gender, age, sexual orientation, marital status, military status, or physical or mental disability that is otherwise qualified.

JCD staff will be trained to work at both facilities depending upon events, maintenance requirements and overall need.

### **Recruiting**

- Detailed job postings listed on websites and social media accounts
- Job postings with online vendors such as Indeed
- Participation in local job fairs

### **Commitment to our Associates/Staff Retention**

We care about our people and are always supportive of our associates.

### **For instance:**

- We have provided assistance to individuals in times of personal need, as with hurricane damage
- We strive to accommodate personal scheduling needs while maintaining all performance standards
- We first look within for promotional opportunities as our business expands
- We provide for a safe work environment by offering ongoing training and education
- We offer complimentary court usage to tennis staff on an "as available" basis
- Merchandise is offered to tennis staff at a discount
- Concentrated training programs geared towards employee retention

### **Existing Employees**

Since existing employees will already be employees of JCD, all positions at Delray Beach Tennis Center and Delray Swim & Tennis Club would continue to be filled by the existing employees. It is our policy to assess the strengths of our employees periodically to ensure they are in the right position, and they can perform at the highest level. We will use this contract renewal time to review with staff policies, procedures, and job expectations.

When any changes or additions are made to the staff through time and attrition, we prefer to recruit and hire from within the local community.





### Co-Worker Training Programs

JCD believes in hiring the best person for the job and then providing the necessary training for that individual to handle the responsibilities of his or her position. The following training programs will support co-workers at Delray Beach Tennis Center and Delray Swim & Tennis Club:

#### Manager Training

- Customer Service Training
- Pro Shop Service & Sales Standards Training
- Effective Communications & Team Building
- Positive Employee Relations Training
- Time Management Training
- Performance Evaluations & Progressive Discipline Training
- Harassment in the Workplace Training
- Human Development Performance Cycle Training
- Workers Compensation & Loss Control Training
- Crisis Management & Liability Claims Control Training
- Safety Training
- AED/CPR Training
- Professional Selling Skills

Of course, there are many hours of additional informal on-the-job training provided by department heads for newly hired employees. It is JCD's desire to see each employee achieve his or her full potential by ensuring that each coworker is equipped to handle their tasks with the utmost professionalism and competence to enhance the overall experience of our customers.





## Programming Plan

Delray Beach Tennis Center and Delray Swim & Tennis Club

Continuing to Build the Program:

Delray Beach Tennis Center and Delray Swim & Tennis Club are operated as one business with two locations. The program philosophy is to prioritize courts in “prime time” at the Delray Beach Tennis Center for Open Play and to utilize the Delray Swim & Tennis Club for programs in “prime time” and in off-peak hours as much as possible.

For JCD to continue to build the programs and continue with the successful reputation we have earned both locally and nationally over the years we must continue to provide what we define as our four components of success.

**Quality facility:** We will continue to create a member and guest friendly environment with a well-trained team of frontline and teaching professionals who take pride in what they do. Our goal is to assist every member of the team to be the very best they can be to have the cleanest public facility and best maintained courts in Palm Beach County; and to continue the “buzz” we have created. Word of mouth is the best way and fastest way to grow programs and a business.

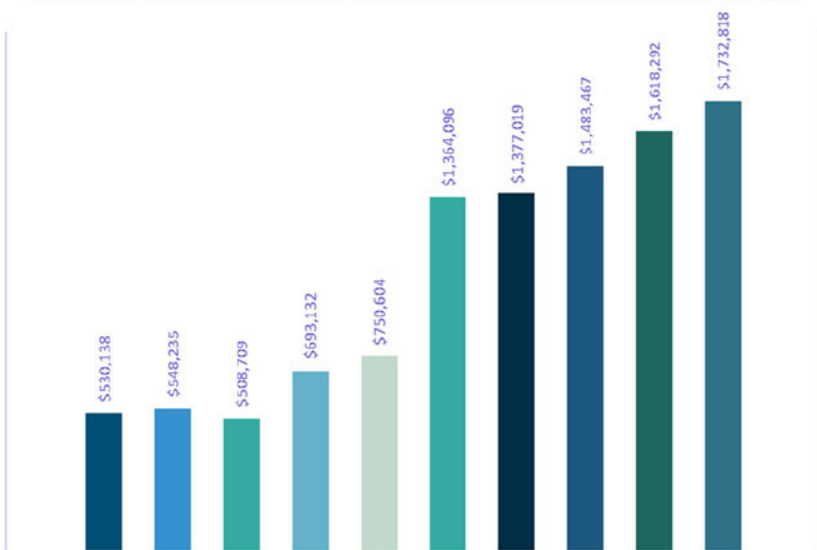
**Continue our Teaching Niche:** We will continue to have a diversified teaching staff. These professionals will specialize in certain aspects and areas of the game which are critical to building a solid and reputable program. We currently have Teaching Professionals who specialize in ROGY Tennis, High Performance Juniors, Fast-Paced Clinics, bilingual professionals and former Division One college players for those who want to hit against the best. A program we have instituted has been very successful locally and nationally is named the art of Teaching Doubles Strategy. Our Ladies Summer Doubles Strategy camp has sold out the past three summers.

**Community Outreach:** Introducing new people, who would normally not be exposed to the game of tennis is important to JCD. One way we accomplish this is by introducing DBTC and DBST to local charity coordinators and fundraisers. We offer our services to host and organize round robin tournaments for them. A by-product of these events is that many of the “would be participants” are hesitant for competition due to lack of skills. We offer non-stress beginner clinics to these organizations prior to their events. Not only does this help their event, but it has also assisted in growing our membership base.

**Grassroots:** By far one of our most important goals is that of building and growing the game of tennis. We have and will continue being involved with local elementary schools, middle schools, and underprivileged children. Over the years we have watched 10 & under tennis grow leaps and bounds. The idea of slowing the game down so children can rally and have fun is why we believe tennis is continuing to attract younger players.

## LESSON & PROGRAM REVENUE

■ FY 2016 ■ FY 2017 ■ FY 2018 ■ FY 2019 ■ FY 2020 ■ FY 2021 ■ FY 2022 ■ FY 2023 ■ FY 2024 ■ FY 2025







## Adult Programming

Programming is offered each day reaching out to every lifestyle – business people, retirees, couples, early risers, families, young and old – from the beginner to the elite player. Offerings include, but are not limited to:

### Intro to Wanna Work Out

Monday & Wednesday, 8:30am-10:00am (201 W Atlantic Ave)

Tuesday, Thursday & Friday, 9:00am-10:00am (201 W Atlantic Ave)

Monday-Thursday, 9:00a.m. -10:00a.m. (2350 Jaeger Drive)

Intro to Wanna Work Out is an intro live ball drill geared toward 2.5 to 3.0 players. Clinic participants work on forehands, backhands, volleys and overheads, and the transition into player competition in doubles and/or singles games. Offered at both tennis locations.

### Wanna Work Out II (WWO II)

Saturday, 8:30am-10:00am

Monday & Wednesday, 7:00pm-8:30pm; Tuesday & Thursday, 5:30pm-7:00pm

The Wanna Work Out II is a high intensity clinic geared toward intermediate and advanced (3.5 to 4.5) players. Fast paced drills focus on forehands, backhands, volleys, and overheads. This clinic transitions into live ball play.

### Stroke of the Week

Saturday, 10:00am-11:30am

Tennis instruction for all levels; covering different strokes each week.

### Games, Games, Games

Saturday, 10:00am-11:00am

Rotation of fun court games for the intermediate to advanced player.

### Beginners Clinic

Tuesday, Thursday 6:00pm-7:00pm, Friday 5:30pm-6:30pm

If your interest in tennis is new, or you have not played in a while, this instruction will put you on the court with fun and understandable knowledge of the game.



### Back to Basics (B2B)

Tuesday & Thursday,

7:00pm-8:30pm

Focusing on stroke technique and drills for the advanced beginner to intermediate player is one of our most popular clinics. Competitive live play.



### STROKE OF THE WEEK



Saturday 10 – 11:30 am

INSTRUCTION FOR ALL LEVELS OF PLAYERS

DIFFERENT STROKES EACH WEEK

Members & Non-Members: \$30.00

#### Cancellation Policy

Please cancel 24 hours in advance to avoid a full charge.

201 W. Atlantic Ave, Delray Beach, FL 33444

561-243-7360

www.delraytennis.com



King of the Court

Bucket Head

Touch the Fence

### GAMES GAMES GAMES



Saturdays 10:00am – 11:00am

3.0 – 4.5 PLAYERS

Members & Non-Members: \$25.00

#### Cancellation Policy

Please cancel 24 hours in advance to avoid a full charge.

201 W. Atlantic Ave, Delray Beach, FL 33444

561-243-7360

www.delraytennis.com

## EVENING BEGINNERS CLINIC

with

VINCENT

Learn to play where the best pro players compete!

The Stadium Court

Delray Beach Tennis Center

Technique and introduction to the game



Tuesdays and Thursdays 6:00 to 7:00pm

Fridays 5:30 to 6:30pm

Members & Non-Members \$27.50

NON-MEMBERS WELCOME

Cancellation policy

To avoid full charge a 24hr cancellation is required.

201 W Atlantic Ave, Delray Beach, FL 33444  
561 243 7360

www.delraytennis.com



## Technique & Games

Monday and Wednesday 5:30pm-7:00pm

Designed to help the post beginner level on technique and gameplay, T & G is catered towards advanced beginners. Enhance your knowledge and understanding of tennis fundamentals.

## DRILLS & GAMES I, II, III

Mondays-Saturdays 8:00am-9:30am, 9:30am-11:00am, 11:00am-12:30pm

One hour of fast paced drills followed by the king of the court. 6 player to 1 pro ratio. Lower intermediate to advanced players.

## Evening Drills and Games

Monday and Wednesday, 5:30pm-7:00pm

One hour of fast paced drills followed by competitive games. Advanced intermediate to advanced players.

If your interest is more geared toward competitive play then a round Robin, mixer or elite program is perfect for you.

## Friday Night Mixer

Friday, 6:30pm-8:30pm (201 W Atlantic Ave)

Saturday Morning Mixer, 10:30am-12:30pm (2350 Jaeger Drive)

Sunday Morning Mixer, 10:00am-12:00pm (201 W Atlantic Ave)

Beginner to Intermediate to advanced players, these progressive mixed doubles are some of the most popular events held with a full field of 48 participants on Sundays and around 16 on Friday Evening & Saturday mornings. Both Tennis & Pickleball are included!

## Elite Drills & Match Play

Tuesday, 3:30pm-sunset (2350 Jaeger Drive)

Friday 6:00pm-9:00pm; Sunday, 3:00pm-6:00pm (201 W Atlantic Ave)

For advanced, competitive players – adults, college players, juniors.

This program incorporates hitting drills and match play.

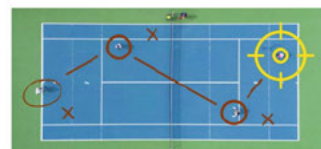
## Women's Doubles Strategy Mini Camp

Team players learn the offense and defense approach to playing doubles. These sold-out summer sessions are favorites of our members and guests from around the country. A great opportunity to train in a 4:1 ratio with many of the outstanding professionals at DBTC over a three-day period.

### TECHNIQUE & GAMES

With Coach Vincent Williams

Improve your  
Technique and Match Play  
2.0 to 2.5 Players



Mondays and Wednesdays 5:30 to 7:00pm

**Members & Non-Members \$30.00**

NON-MEMBERS WELCOME

Cancellation policy

To avoid full charge a 24hr cancellation is required.

201 W Atlantic Ave, Delray Beach, FL 33444  
561 243 7360 [www.delraytennis.com](http://www.delraytennis.com)

**Drills & Games**  
1/2 hour of coordinated drills with the pro, then the competitive team games begin!  
**Monday and Wednesday 5:30-7:00pm**  
**\$25 per person**  
**Level 3.5+**  
Delray Beach Tennis Center  
Delray Swim & Tennis Club  
To enroll contact Delray Beach Tennis Center  
**561-243-7360**

### EVENING DRILLS & GAMES

MUSIC AND GAMES ON THE CLAY

WITH  
Zach Schneider

3.5 to 4.5 Players



Mondays & Wednesdays 5:30pm to 7:00pm

**Members & Non-Members \$30.00**

NON-MEMBERS WELCOME

Cancellation policy

To avoid full charge a 24hr cancellation is required.

201 W Atlantic Ave, Delray Beach, FL 33444  
561 243 7360 [www.delraytennis.com](http://www.delraytennis.com)





### **Teams and Leagues**

Teams and leagues are a very important component of any tennis facility, and this is also true at the Delray Beach Tennis Center and the Delray Swim & Tennis Club. Every participant in all the leagues must be a member of the Delray Beach Tennis Center. This totals approximately 200 memberships annually.

### **South Palm Beach County Women's Tennis Association**

Five teams represent the Delray Tennis Center and Swim & Tennis Club in the SPBCWTA league. Currently the teams competing in the league are AA2, AA3, A2, B2, B3, C1. The ability range is from 2.5 – 4.5 in the USTA rating system. Each team has a roster of sixteen to eighteen players. In the Division matches there are six lines of doubles competing in each match. The match scoring structure is 3 full sets or choice of a 10-point tiebreaker if the team splits sets. Participation in this league includes mandatory practice for all divisions and lunch hosted by the home team. The season runs from September through April.





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## To Whom It May Concern:

I am writing to respectfully and strongly express my support for maintaining the current tennis leadership team at the Delray Tennis Center as the City reviews the RFP submissions. I am a Team Captain at the Delray Tennis Center, and I have personally experienced the extraordinary level of support provided by the current coaching staff. Their involvement goes far beyond instruction — they guide captains, assist with strategy, support lineup decisions, encourage growth, and actively help teams improve throughout the season. That level of engagement is rare and deeply valued.

In fact, I joined Delray from the Boca Raton Tennis Center specifically because of Coach Jen Fiedler. Her leadership, professionalism, and reputation for developing strong teams drew me — and many others — to Delray. That is the kind of impact leadership that attracts players across city lines.

Coach Jen Fiedler and Jeff Bingo have created a thriving team tennis culture rooted in accountability, improvement, and community. Under Coach Jen's leadership, my team that was near last place in the standings last year improved to 4th-place this season with several matches left to climb further in rankings. That turnaround reflects structure, strategic coaching, and belief in players. It is measurable proof of effective leadership.

Jeff Bingo's steady dedication to skill development and team growth further strengthens the program. Together, Jen and Jeff cultivate confidence, resilience, and competitive excellence in their athletes. Jeff and Jen created adult summer strategy camps geared toward doubles play, focusing on positioning, communication, tactics, and point construction. These camps are full every session with many players traveling from all over the state to attend.

Coach Wayne's daily clinics are consistently full — a clear indicator of demand and satisfaction. His clinics are energetic and engaging, incorporating music and competitive mixed doubles point play that allow players to sharpen match strategy in a fun, dynamic environment. Beyond their coaching expertise, Jen, Jeff, and the rest of the coaching staff are not just instructors — they are mentors and friends to many members. They create an atmosphere where every player feels important, welcomed, and valued. They know their players personally. They celebrate successes, help navigate challenges, and foster genuine connection. That sense of belonging is one of the strongest reasons players stay — and why new players continue to join.

It is also significant that many Boca Raton residents participate in Delray's team tennis programs and pay nearly double the membership fee compared to Delray residents. Players are willing to invest more financially to be part of this program. That speaks volumes about the strength, reputation, and leadership of the current team.

The Delray Tennis Center is not simply well maintained — it is well led. The current management team attracts players, fills clinics, strengthens teams, and produces measurable competitive improvement. The culture, trust, and momentum that have been built under this leadership are assets that should be preserved.

As you evaluate the RFP submissions, I strongly urge you to recognize the proven success, loyalty, and community engagement that already exist under the current team.

Thank you for your thoughtful consideration.

Sincerely,  
Christine Midwall

## 55 love

There are three lines of doubles competing in each match. The match scoring is 2 sets with a 10-point tiebreaker if the team splits sets. This league is a very established league and desirable for women who want to play competitive tennis. This includes mandatory practice for all divisions and after play, a lunch is hosted by the home team at their venue.

## Palm Tennis Association

Several teams represent the Delray Beach Tennis Center and Swim & Tennis Club. Currently the teams competing in the league are Claymates Princess 1, Princess 2, Queen 1, Queen 2, Golden Girls Queen 1, Palm Tennis Night 4.0, and Men's 3.5-night team. Each team has a roster of 12-16 players. In this association matches are 2 sets with a 10-point tiebreaker if the team splits sets.

## USTA Leagues

Men's 3.5-night team. The match structure for this league is 3 lines of doubles and 2 lines of singles. The match scoring is 2 sets with a 10-point tiebreaker if the sets are split.







## DELRAY TENNIS CENTER AFTER SCHOOL PROGRAM 2025-2026

### PROGRAMS TO TAKE YOU TO YOUR NEXT LEVEL!



#### FALL/WINTER/ SPRING 2025-2026

AUG 11 - SEPT 8  
SEPT 9 - OCT 6  
OCT 7 - NOV 3  
NOV 4 - NOV 22 PRORATED  
NOV 24 - NOV 28 THANKSGIVING CAMP  
DEC 1 TO DEC 20 PRORATED  
DEC 22 - DEC 26 HOLIDAY CAMP  
DEC 29 - JAN 2 HOLIDAY CAMP II 2026  
JAN 5 - FEB 2  
FEB 3 - MAR 2  
MAR 3 - MAR 15 PRORATED  
MAR 16 - MAR 20 SPRING BREAK CAMP  
MARCH 23 - APRIL 4 PRORATED  
APRIL 6 - MAY 3  
MAY 4 - MAY 29  
SUMMER CAMP JUNE 1 - AUG 7

#### RED BALL (AGES 5-8)

**TRAINING OPTIONS:**  
Monday-Saturday  
**CLASS TIMES:**  
Monday-Friday  
4:00PM-5:00PM  
Saturday  
10:00AM-11:00AM  
**PER SESSION:**  
4 Classes = \$90  
8 Classes = \$160  
12 Classes+ = \$200  
Unlimited: \$230  
Drop in \$28  
**RED BALL: LEARN TENNIS BASICS**  
**ORANGE BALL: BUILD A SOLID FOUNDATION IN FUN GAME-BASED ENVIRONMENT**

#### ORANGE BALL (AGES 7-10)

#### HIGH PERFORMANCE / INTERMEDIATE YELLOW BALL & GREEN DOT BALL

**TRAINING OPTIONS:**  
Monday-Saturday  
**CLASS TIMES:**  
Monday-Friday  
5:00PM-7:00PM  
Saturday  
11:00AM-12:30PM  
**PER SESSION:**  
4 Classes = \$175  
8 Classes = \$285  
12 Classes+ = \$370  
Unlimited: \$425  
Drop in \$55  
**INCREASED STROKE MECHANICS**  
**POINT CONSTRUCTION**  
**MATCH-PLAY STRATEGY**  
**INTERMEDIATE FOOTWORK**  
**TOURNAMENT PREPARATION**

#### MORNING INDIVIDUAL LESSONS OR GROUP LESSONS AVAILABLE

HIGH PERFORMANCE OR  
HOMESCHOOL

MORNING GROUP OR  
PRIVATE LESSONS AVAILABLE!



DELRAYTENNISACADEMY  
TAKES PLAYERS TO INSTAGRAM

CONNECT WITH US AT  
TEAM REACH APP WITH CODE 4051

TeamReach.

**15% OFF SIBLINGS!**

COME LATER. LEAVE EARLY, OR STAY FULL TIME! ADJUST YOUR CLASS ACCORDING TO YOUR HOMEWORK SCHEDULE!

**CONTACT COACH BRENT AT [IMPACTWELLMAN@GMAIL.COM](mailto:IMPACTWELLMAN@GMAIL.COM) • 727-919-2011 • 561-243-7360**

25 February 2025

To Whom It May Concern

My daughters joined the Junior Program at Delray Beach Tennis Centre in June 2023 after we moved to Florida from the UK. We were not only impressed by the facility but the enthusiasm and support of the Program Director, Coach Brent Wellman. Throughout the almost three years my daughters have been part of the program, not only have they significantly improved in all aspects of the game, but I have constantly witnessed Coach Brent's desire to encourage children to try tennis, whatever their ability and to support their journey. The program offers a structured, age-appropriate approach but also takes into account individual abilities and challenges juniors to take their tennis to the next level. There are live ball drills and competitive match play and the program supports upcoming tournaments and adapts surfaces accordingly offering hard and clay.

Regards

Claire Tennent

## Junior Development Program

Whether your child is being introduced to tennis, or training for his next tournament, DBTC and DSTC have something offered. The Rogy methodology – the progression of tennis balls that junior tennis players use as they grow older, beginning with low compression balls and later to the traditional balls that everyone is familiar with.

DELRAY BEACH JR TENNIS PROGRAM

201 WEST ATLANTIC AVENUE, DELRAY BEACH, FL 33444

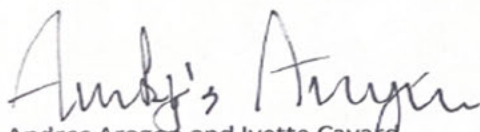
FEBRUARY 25<sup>th</sup>, 2026

### TO WHOM IT MAY CONCERN:

My Wife and I would like to take this opportunity to thank coach **Brent Wellman**, Coach **Chris Tumm** and the rest of their extraordinary team, for the dedication, support and constant training of our daughter Antonia Aragon. For over six years now, Antonia has been part of their program. She has gradually grown into a player that has learned to respect the game and her peers. The continuous growth in the sport on the court and throughout the different tournaments she has played reflects the dedication, seriousness and over-caring attitude of Coach Brent and his team. She has matured both on and off the court due to the high principals and work ethics the program has and teaches her. Her tennis has evolved and turned her into a great player, seeking to improve each day increasingly and guide her hopefully towards the dreams she has of progressing as a player and being able to get a scholarship at the school of her choice. She has already placed first, second, and third on more than one tournament she has been able to attend. Her growing love for tennis reflects what this team has taught her throughout the years. She not only excels at the sport but improves on a daily basis both on the court and in school. She has also made merits to be part of the National Junior Honor Roll Society, which keeps in mind not only her school grades, but her leadership and character as well.

We are very proud to see her excel in this program every day. This is just proof of the caring dedication, love and hard responsible work that Coach Brent and his team have done with our daughter. We would certainly like to express our gratitude as parents to him and all his team, and also to the personnel at the tennis center which has always been there to help us in any way possible. We would also like to take this opportunity to let you know that we strongly and blindly recommend this tennis program to any parent and his child that seek to learn and improve in their game and as a person as well.

Please feel free to reach out to any of us for any future reference or comment regarding this matter. Kindly and with great appreciation and respect,



Andres Aragon and Ivette Cava  
(561)769-9504 & (305)763-5770  
PARENTS OF ANTONIA ARAGON (13 YEARS OLD)

## Afterschool Programs

ROGY Tennis: The progression of tennis balls juniors use as they grow into the game, beginning with low compression balls and later to traditional balls.

Red Ball – ages 5-8

Monday-Friday, 4:00pm-5:00pm; Saturday, 10:00am-11:00am

Orange Ball – ages 7-10

Monday-Friday, 5:00pm-7:00pm; Saturday, 10:00am-11:00am

Green Ball - ages 10-12, Monday-Friday, 5:00pm-7:00pm; Saturday, 11:00am-12:30pm



Yellow Ball – intermediate foundation and match play  
 Monday-Friday, 5:00pm-7:00pm; Saturday, 11:00am-12:30pm  
 High Performance Programs – ages 7+ Offered for competitive junior tournament players.

### Junior Summer Camps

June-August, 9:30 a.m.-3 p.m.

June through August, when the juniors are out of school, a summer camp is offered to children of all ages and skill levels. The camp hours are 9 a.m. to 3 p.m. five days a week focusing on the same principles we teach in our daily weekend and afterschool programs. This past summer we had a total junior participation in these camps of over 1,100 youngsters.

### Holiday and Spring Camps

Holiday and Spring break for juniors

Camps are held during the school break periods to allow juniors to enjoy instruction and tennis competition with others of their same age and skill level.

### College Team Practices

Delray Beach Tennis Center and Delray Swim & Tennis Club have gained national recognition for hosting some of the top D-1, Ivy League and PAC 10 tennis teams in preparation for collegiate competition. Their use of the facilities continues to grow each year.

### Middle and High School Teams

Delray Beach Tennis Center and Delray Swim & Tennis Club are proud to play host to many public and private middle and high school tennis teams such as St. Vincent Ferrer and Atlantic High School.

### Community Youth Events

The Delray Beach Tennis Center and Delray Swim & Tennis Club work racquet to racquet with Delray's underserved youth and collaborate with local community groups such as Delray Beach Youth Tennis Foundation, Paul's Place, Special Olympics of Florida and others.

**DELRAY JR TENNIS**  
**WINTER BREAK CAMPS**  
**DEC. 22-26TH & DEC. 29-JAN. 2ND**

PLACE: DELRAY SWIM & TENNIS CLUB  
 2350 JEAGER DR. OFF LINTON BLVD.  
*Elevate Your Child's Tennis Skills This Holiday Break!*

**HIGH PERFORMANCE**  
 /INTERMEDIATE AGE: 9-18  
 9:30-12 BYO LUNCH  
 12-12:30  
 12:30-3:00 FULL DAY \$310  
 HALF DAY \$250 WEEKLY  
 DAILY \$95  
 HALFDAY DAILY \$70

**Aggs 4-8 EARLY DEVELOPMENT PLAYERS**  
**REDBALL & ORANGE BALL**  
 9:30-12 & 12:30-3:00  
 HALF DAY \$215 FULL DAY \$299  
 HALF DAY \$65 FULL DAY \$89

call for details 727-919-2011  
 Coach Brent or Pro Shop 561-243-7058

JR. PROGRAM DIRECTOR:  
 BRENT WELLMAN  
 IMPACTWELLMAN@GMAIL.COM

**DEC. 22-26 & DEC. 29-JAN. 2ND**  
**CHRISTMAS & NEW YEAR'S DAY OFF**  
**4 DAY CAMPS**  
**15% SIBLINGS**

Delray Beach Tennis Center  
 Delray Swim & Tennis Club

**DELRAY BEACH TENNIS**

**Junior Spring Break Camp**  
 March 23-March 27th

Place: Delray Beach Tennis Center  
 201 W. Atlantic Ave, Delray Beach, FL  
 Beginner / Intermediate: Ages 4-12  
 8:30AM-11:00AM & 12:30PM-2:30PM  
 1/2 Day Daily \$40 / Full Day Daily \$70  
 1/2 Day Weekly \$160  
 Full Day Weekly \$250

Advanced High Performance Ages: 10-18  
 8:30AM-11:00AM & 12:30PM-3:00PM  
 1/2 Day Daily \$50 / Full Day Daily \$85  
 1/2 Day Weekly \$200  
 Full Day Weekly \$375

10% off Siblings

JR. PROGRAM DIRECTOR: BRENT WELLMAN  
 727-919-2011 & 561-243-7390 PRO SHOP  
 EMAIL: IMPACTWELLMAN@GMAIL.COM

Delray Tennis Center  
 Junior Matchplay  
 Show Up All Tournament Players  
 Boys & Girls  
 Every Thursday 5:30-7:30 PM  
 201 W Atlantic Ave  
 Delray Beach  
 \$25

**MATCHPLAY THURSDAY**

DELRAY TENNIS CENTER  
 COACH BRENT & COACH  
 PARKER 727-919-2011 OR  
 PRO SHOP 561-243-7390

USTA PLAYERS  
 NEW BALLS  
 "PLAY WHERE THE PRO'S PLAY"



### **Pickleball:**

One of the newer additions at Delray Beach Tennis Center is eight pickleball courts, which has attracted many new players to the center. Amateur and professional pickleball tournaments have been held at the facility over the last couple of years gaining local, regional, and national attention.

Delray Beach Tennis Center offers eight lit pickleball courts for open play. Three pickleball professionals offer private lessons, group lessons and clinics for all levels of play.



### **Pickleball Clinics**

#### **PB 101 Beginners**

Mondays 8:00am-9:00am, 5:30pm-6:30pm, Tuesdays-Fridays 7:30am-8:30am

Intro to Pickleball for beginners. Learn positioning, scoring, stroke production, mechanics etc.

#### **PB 201 Advanced Beginners**

Mondays 9:00am-10:00am, 6:30pm-7:30pm, Tuesdays 8:30am-9:30am, 5:30pm-6:30pm, Wednesdays-Friday 8:30am-9:30am

Continued learning of Pickleball for advanced beginners. Dinks, gameplay, etc.

#### **PB 301 Intermediate+**

Tuesdays 6:30pm-7:30pm

Intermediate level strategy and gameplay.

#### **Skills & Drills**

Thursdays 5:30pm-6:30pm & 6:30pm-7:30pm

Various level techniques and drilling.

#### **Managed Play**

Wednesdays 5:30pm-7:00pm & Thursdays 7:30pm-9:00pm

2.5+ doubles level critiqued gameplay by coach

#### **DUPR Ratings Day**

Saturdays 10:30am-12:30pm

Don't have a rating for league play etc., then get rated by Coach Brad.

#### **Special Events**

The tennis and pickleball facilities are available for private parties, corporate outings, photo shoots, tournaments, and City events. This will be addressed more specifically in another section of our response.

  
**EARLYBIRDS**  
Summer of 2021 - Pickleball Clinics  
David Sherwood  
Certified PPR Pickleball Coach



8:00 a.m. to 9:00 a.m.  
Tuesday, Wednesday and Friday  
Learn all the basics of Pickleball  
Maximum of 6 students \* \$25 each  
Sign up at the  
Delray Tennis Center  
201 W Atlantic Ave  
Delray Beach, FL 33444  
Call to register: (561) 243-7360

## Facility Maintenance

### Clubhouse Maintenance for DBTC & DBST

The cleanliness of DBTC and DBST facilities is equally as important as having the best maintained tennis courts in South Florida; they go hand in hand. Every member and guest who enters either one of the city's tennis facilities to spectate, attend a function, play tennis or pickleball must enter through the front door of either pro shop or check in with the front desk's attendants. It is critical that the pro shop, locker rooms and restrooms are kept clean from the time we open our doors until closing. This becomes an extremely difficult task when a tennis facility has clay tennis courts and over three hundred patrons on a daily basis. We train our staff to understand the importance of following our hourly, daily, and monthly checklist of daily maintenance of both tennis facilities. Adherence to a checklist is a critical component of the maintenance of the clubhouse and assists in keeping one step ahead of our members and guests.



The form is titled "FACILITY AND COURT MAINTENANCE" and "DeBary Beach Tennis Center Maintenance (Check List)". It includes a "Daily" section with 13 items: 1. Sweep, roll and line all courts twice a day; 2. Rake leaves, etc. where needed; 3. Clean tables and chairs; 4. Empty trash where needed; 5. Clean bathrooms; 6. Clean water fountains and make sure water is cold; 7. Sweep and clean shop; 8. Blow off tennis center grounds; 9. Clean pro shop trailer and outside (twice a day); 10. Check irrigation system: make sure program and main valve are on; 11. Check rate for holes; 12. Check widescreen and repair if needed; 13. Check lights on courts. It also has a "Weekly" section with 9 items: 1. Clean tape on nets; 2. Clean showers in restrooms; 3. Clean or replace tiles on walls; 4. Check the height on the nets (adjust); 5. Check outside of all lockers; 6. Check Pro Shop, courts and repair if needed; 7. Check irrigation system: make sure everything next and valve for each court work; 8. Check lights on courts; 9. Check lights on courts. The form has lines for "Submitted by:" and "Week Ending (Sunday):".

Outlined below is our daily facility and court maintenance protocol at both facilities.

### Building Maintenance/Stadium Maintenance

Twice a day the bathrooms and clubhouse area, including the upstairs porch and meeting room area, is cleaned by our maintenance staff. This includes vacuuming, mopping floors, cleaning bathrooms/locker rooms, removing garbage and blowing parking lots and all walkways. Hourly the restrooms and locker rooms are checked by staff, and the floors are swept to remove clay which accumulates as players walk through the tennis pro shop area. The doors, windows and display counters are also cleaned throughout the day by staff.

Stadium bathrooms are cleaned and stocked with supplies daily. The stadium carpet area and stands are checked daily and debris picked up, as necessary. Seat kills are checked and kept tight, not allowing wind to damage them.

Quarterly inspections are performed on the elevator, fire system and clubhouse intrusion alarm system.

### Grounds Maintenance

The outside landscape area of both Tennis facilities is maintained by the Parks and Recreation Department. We work with Parks and Rec to ensure seasonal plantings are done each year at the entry sign and main clubhouse entrance. Work orders, when necessary, are submitted to the Parks and Recreation's facility maintenance department to help with the upkeep of both facilities.





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Court Maintenance  
Delray Beach Tennis Center  
(SUBSURFACE IRRIGATION SYSTEM)

The subsurface irrigation system which the Tennis Center utilizes provides moisture coverage on the surface by dispensing water evenly underneath the courts. Ideally, the result is a court which stays moist all day long. Conventional above ground Har-Tru courts need to be taken out of service at midday to be brushed, lined, and watered for afternoon and evening play. Hydro courts/sub irrigated courts dramatically increase the playing capacity allowing for more member and guest play. Another benefit of sub irrigated tennis courts is not having to roll the surface daily and not having to add as much clay to each court monthly. Above ground watered courts need approximately ten bags of material to each court monthly due to the above ground sprinklers washing away the top dressing. Sub-irrigated courts generally need only two or three bags each month. The daily playability of sub-irrigated courts is determined by continual observation combined with preventative maintenance measures. By incorporating daily, weekly, and monthly maintenance checklists and having a maintenance supervisor with many years of experience of sub-irrigated expertise on staff and held accountable for daily maintenance and upkeep of each facility is the key to having the best courts in town.



Court maintenance at the Delray Beach Tennis Center is a daily process which consists of raking and lining each court two to three times a day. It is critical the material is turned/raked 2 to 3 times per day, to prevent algae and hardening of the surface.

The Tennis Center 14 hydro courts are raked and lined every morning prior to play, and again

2 to 3 times during the day. The 4 hard courts, Stadium court and 8 pickleball courts are blown free of any debris twice per day. On all courts, nets are checked, and cabana areas are cleaned twice a day. Water coolers for the “back” courts are placed near the courts for use by players.

After routine daily maintenance duties are complete, periodic court maintenance takes place which includes scarifying; removal of excess materials from lines and net area; removal of mildew from around the courts; removal of weeds growing around the courts; tightening of windscreens; cleaning net tape; cleaning court canopies; building up lines; and adding new court material. Two to three bags of material are added to each court once a month. Algae build up is controlled by spraying chlorine on the court perimeter after scarifying to agitate the surface to prevent its growth. Any algae which accumulates is manually removed. Drainage collection areas on the outside of the courts are routinely cleaned of clay and debris to prevent clogging which would impede water flow in the event of heavy rains. After heavy rains, which are prevalent in our area, “dolphins,” which are larger



sponge type machines, are used to soak up water to get the courts dry and playable as quickly as possible and reduce down time to the members and guests.

Below is a list of duties our trained maintenance staff will perform but not limited to daily at both facilities.

- Remove all excess material from the lines and net area.
- Check for mildew around the courts and playing surface and spray with chlorine if present.
- Check and remove weeds growing on courts.
- Refasten all windscreens that have broken free from the fence due to heavy winds.
- check the height and tightness of all nets.
- Rolling of courts- daily at DBST and only after material has been added at DBTC.
- Raking and lining at DBTC and Sweep and line all courts at DBST two or three times a day.
- Rolling all courts at DBST daily.
- Check and position all court furniture and patio furniture the same way on all courts.
- Put ice and fill all five-gallon coolers and put in designated spots.
- Blow all walkways, parking lots, canopies between all courts and surrounding area, twice a day
- Emptying of all trash cans and court caddies throughout facility all day long
- Clean and refill all tennis two steps twice a day
- Wipe down all patio and court furniture
- Check and clean all drinking fountains.
- Walk and pick up all trash throughout facilities and parking lots.



In addition to the daily maintenance duties. All courts are on a monthly schedule to be scarified every 30 days, dead material removed, and two to three bags of new material will be added to each court at the Delray Beach Tennis Center, and 10 to 12 bags of material will be added at Delray Beach Swim & Tennis Center. Calcium Chloride will be added quarterly to all courts at Delray Beach Swim & Tennis Center. All sub-irrigated flow boxes will be cleaned, and all flow valves will be checked at Delray Beach Tennis Center.

Below is a list but not limited to miscellaneous projects that are performed when needed.

### **Miscellaneous Projects**

(as needed)

Delray Beach Tennis Center and Delray Swim & Tennis

- Change lights as necessary
- Replace water fountains on courts as needed
- Replace or repair fencing
- Repair and/or replace equipment including court rake, roller, court broom, power washer, etc.
- Resurface hard courts annually for the ATP Championships as per contract
- Hurricane preparation, including wind screen removals, installation of shutters for the pro shop and removal of all loose items such as chairs, tables, etc.

## Delray Beach Swim & Tennis Center

### Har-Tru Court Maintenance

#### (ABOVE GROUND IRRIGATION SYSTEM)

Court maintenance at the Delray Beach Swim & Tennis Club (DSTC) involves procedures used with an above ground irrigation system. Every court is different and sometimes may have different watering requirements. Generally, the watering schedule is based on the condition of the courts and the times they are most frequently used.

Managing the irrigation plan is extremely important to create good playing conditions at the DSTC. Adjustments to the watering schedule need to be made according to weather conditions and usage. Courts are watered at the DSTC in two cycles: cycle #1 around noon and cycle #2 in the late evening after play. If the courts are dry, calcium chloride is applied quarterly to help courts retain moisture.

A key component to the irrigation system is to make sure all sprinkler heads are functioning properly so there is even coverage. Uneven coverage will cause dry areas or extremely soaked areas or a combination of both.

Daily court maintenance consists of brushing, lining, and rolling each court in the morning; brushing, lining, and watering in the afternoon; watering in the evening. As with the Tennis Center, the same daily tasks are performed at the Swim & Tennis Club.

Har-Tru clay court surfaces change naturally. The natural process of rain, wind and irrigating the courts, and high volume of play constantly change court surface and court material. Because of regular court surface change, reconditioning is necessary annually. In addition, total court resurfacing, including laser grading, is done every three to five years.

Having reliable, proper tools and equipment and a standard court maintenance schedule is necessary to having courts playable faster and in acceptable condition.

Annually, JCD has budgeted for reconditioning of courts at the Delray Tennis Center and the DSTC to correct problems and keep the excellent conditions patrons enjoy. The Tennis Center and the DSTC host to several national USTA and ITF events for juniors. The condition of the courts is paramount to the success or failure of these events. All the above procedures are necessary for the excellent court conditions enjoyed by the Delray Beach Tennis Center and Delray Swim & Tennis Club players and guests who enjoy playing and training at both facilities.

### Irrigation Pump System Annual Maintenance

#### Delray Swim & Tennis Club

- Maintain control and pilot valves
- Replace worn control valve diaphragms and wearable rubber parts
- Check pressure tank
- Suction intake screen dive and clean annually
- Check control logic, torque connections, and treat with protectant
- Replace surge protection components damaged by electrical surges





## Capital projects completed over the past eight years

In 2018 the stadium court was taken down to the sand, a layer of pea rock was added and then that surface was paved. Acrylic was then placed over the paved surface to provide a smooth finish. The court was then painted and lined to complete the resurfacing of the court.

New fencing was installed along several courts.

New wind screens were installed, where needed on courts.

Seat covers were purchased to cover box seats to provide sun protection.

New seats with backs were purchased and installed in the general admission seating area.

New LED lights replaced the old standard halite stadium ballast lighting that was being used in the stadium.

Hard court one halite ballast lighting was replaced with new LED lighting.



## Administration

JCD Sports Company is a company that understands the importance of internal control systems, management reporting systems and personnel policies. We understand our fiduciary responsibility to the City of Delray Beach and have created outstanding internal controls. We perform monthly operational and internal control audits by our managers and control.

## Asset Inventory Procedures

JCD Sports will review the City's asset list and perform an actual inventory check of all assets listed. We will confirm the location of each asset. Throughout the year any assets no longer needed will be removed from inventory following the City's asset disposition policy and procedure. To increase revenues, whenever possible we will utilize Govdeals to dispose of assets.

## Auditing

Each month we conduct internal audits, operational audits, monthly safety meetings and safety inspections of each facility. Petty cash, cash drawers and the imprest checking account are verified by the department manager on a weekly basis and audited by corporate staff once a month. When not in use in a register all City funds are maintained in a safe in accordance with City policies and procedures.





### **Payroll & Personnel**

All employees at Delray Beach Tennis Center and Delray Swim & Tennis Club are employees of JCD. JCD requires all employees to complete a full new hire packet. New hire packets are completed by the employee, reviewed, and approved by the department manager, forwarded to corporate for administrative review and E-Verification before an employee is allowed to begin work.

JCD is a Drug Free company. All new hires are required to submit to drug testing and background checks. Drug testing and background checks are monitored by our corporate office. Payroll is one of our largest expenses. To control our payroll costs at the end of each pay period each department manager reviews their timecards in comparison to their departments schedule, making sure all employees worked the correct schedule and not additional unapproved hours. The payroll breakdown for pro lesson payroll is prepared by our administrative team and approved by our Director and CFO. JCD monitors our commission percentage by reports that detail payments to the pros compared to lesson revenue received by the computer at the tennis facilities. Payroll is processed every two weeks. Each payroll our human resource department audits timecards for accuracy. We verify batch totals to ensure correct data entry prior to transmitting payroll electronically using payroll software. Payroll reports are available immediately after transmitting payroll and paychecks are delivered the day after electronic data is submitted. Currently, JCD delivers copies of the payroll reports along with a funding request to the Parks & Recreation Director for approval and then to Treasurer of the City of Delray Beach for funding. Currently, the City of Delray Beach funds JCD payroll bank account. The payroll bank account is reconciled by JCD by the 15th of each month. Our payroll software tracks employee vacation time earned and taken and our human resource department updates department managers quarterly by providing a list of all employees and the balance of each employee's vacation that has been earned and not taken. We respond in a timely manner to all verification of employment requests.

Currently, the racquet sports professionals are classified as employees. We would like to collaborate with the City to consider transitioning them to independent contractor status in order to reduce the facility's payroll tax obligations, fringe benefit costs, and potentially reduce general liability insurance premiums, depending on how the arrangement is structured.

### **Benefits Package**

JCD provides all full-time staff the opportunity for a section 125 (pre-tax) group insurance. Our group health insurance coverage is currently provided by Florida Blue, Sun Life provides our dental coverage and Guardian provides life coverage. The administration department ensures the accuracy of the monthly group insurance invoices and verifies the bi-weekly payroll deductions using our enrollment spreadsheet. We track our actual insurance expenses compared to budget monthly with our insurance analysis. The average of hours report is a



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tool that helps us monitor insurance eligibility. All department managers review the full-time or part-time status of their department on a quarterly basis. We have open enrollment every October giving our employees the opportunity to make any changes to their group insurance. Administration has each employee sign a deduction memo agreeing to any changes in insurance and payroll deduction each year. Employees are provided complementary court usage on a space available basis and can purchase merchandise at cost plus 10%. Mangrove administers COBRA group insurance benefits to any employee that is separated from our company.

### **Workers' Compensation Insurance**

JCD provides workers' compensation at an excellent rate of .95% of payroll in comparison to the State of Florida's average rate across industries of 1.3% of payroll. JCD can obtain such a great rate by qualifying for a 2% Safety Credit and a 5% Drug Free Workplace Credit. Also, due to our excellent loss ratio we receive a 10% Experience Mod Discount. JCD provides the annual invoice and prepares and verifies the accuracy of the annual workers' compensation audit.



### **Budget**

JCD works with the City of Delray Beach each year to create a budget for the Delray Beach Tennis Facilities. JCD enters our proposed budget and all notes into a format requested by the City. JCD also prepares and updates the program page, revenue page, level page, and 5-year capital improvement plan for each facility. Annually, JCD prepares a rate survey of local clubs and proposes maximum rates for the next fiscal year.

### **Financial Statements**

As a management tool, by the 20th of each month we prepare financial statements for each facility comparing the actual City financial information to our 12-month budget breakdown.

### **Journal Entries**

Each month, in accordance with the City of Delray Beach deadlines, JCD prepares journal entries and back-up posting income from each facility's sales journals, payroll expenses and any other adjustments.

### Cost of Sales

Cost of sales for merchandise will be prepared with inventory levels on a quarterly basis and submitted to the corporate office for review. For control and accuracy, we verify our cost of sales in two ways. First, the department manager provides cost of sales and then our accounting department verifies the cost of sales. Our accounting department provides quarterly accruals of merchandise invoices.

### Accounts Payable

Accounting processes invoices in accordance with the City of Delray Beach purchasing procedures. We submit and enter requisitions in the City's system. Daily our managers approve and code invoices as they are received and submit them to accounting. To ensure timely payment of invoices we process them on a weekly basis following the City's schedule. Invoices are submitted to the City by Friday of each week. Liquor invoices, invoices with a discount or emergency invoices are processed every Tuesday. All invoices are approved by a member of our executive team prior to being sent to the City for payment. Accounting verifies that all invoices we have processed have been paid by the City and we maintain files of all paid invoices. Each month by the 15th of the month all statements are processed, and we follow up on any unpaid invoices with the vendors.

### Accounts Receivable

We track all accounts receivable and verify by the 10th of each month that our list agrees with the City's Trial Balance. JCD handles collection of all returned checks for the Delray Beach Tennis Facilities.

### Auditing

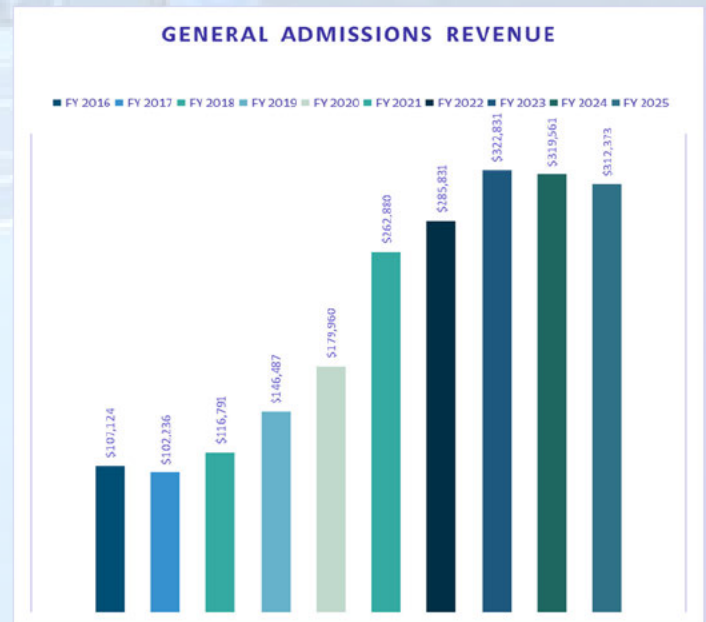
Each month we conduct internal audits, operational audits, monthly safety meetings and safety inspections of each facility. Petty cash is verified by the department manager on a weekly basis and is audited by corporate staff once a month.

### Reporting

Each day JCD requires each facility to provide daily reports providing all revenue and counts from the prior day to the corporate office. Each facility sends a weekly report to corporate that details any employee changes, incident reports, accidents, weekly department reports and provides schedules for the following two weeks. JCD will provide the City with quarterly reports, as requested, that compare play and revenues to last year as well as a membership update.

### Bookkeeping

Our accounting staff makes daily deposits of all revenues directly into the City of Delray Beach bank accounts. We collect from the bank the validated copy of the deposit slip and verify that the validation is accurate in accordance with our sales journals.



JCD and the City of Delray Beach jointly hold the liquor license for Delray Beach Tennis Center. We verify that all purchases are made, and invoices are paid in accordance with liquor laws.



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JCD maintains all annual membership files for Delray Beach Tennis Facilities. Annually, we send out a renewal letter and verify each resident application contains valid City Resident Cards.

Our accounting department audits the tennis facility paperwork to ensure that the City of Delray Beach receives revenue for all activity at the tennis facilities.

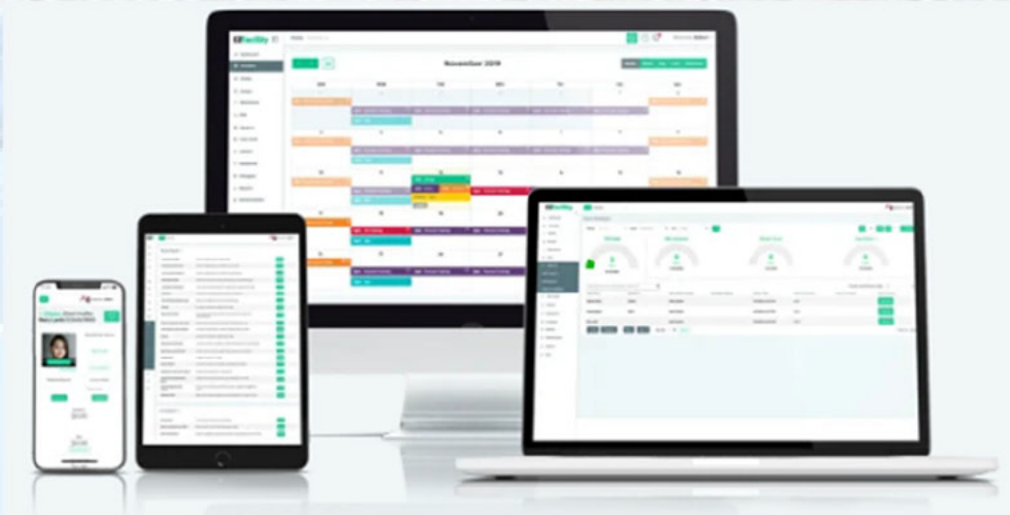
Tennis clients are permitted to pay in advance for lessons or clinics. These prepaid funds are entered into series accounts. JCD corporate accounting department audits the series accounts to ensure accuracy.

### **Operational Requirements**

We will prepare all required annual budget information which may include:

- An annual fee and rate market analysis and submit a written report to Parks & Recreation Department
- Recommendations regarding maximum fees and rates for use of the Center and Club by patrons, for equipment rental, racquet repairs and memberships to include annual permit fees to assist the City in developing the coming fiscal year budget
- A five-year projection for capital outlay projects and equipment expenses
- A five-year revenue projection plan broken down by revenue center
- A five-year expense projection plan broken down by cost center

JCD will also make recommendations to the City related to operational policy for the Delray Beach Tennis Center, Stadium and Delray Swim & Tennis Club.



### **Technology**

JCD would like to implement a point of sale (POS) system with online court sheets. We will work with the City's IT department to select a POS system that will meet the City's requirements. There are several POS products that will help to manage every aspect of the club with tennis software built for the game, from court scheduling to lessons, leagues and pro shop sales. There are several companies offering this type of software to support our operations. Chelsea Reservations, playbypoint, and EZFacility are just three of the companies currently offering specialized tennis and pickleball software. A POS system will allow us to have tighter controls over revenue generation for court fees, lessons and programming.

## Revenue Accountability

JCD monitors deposits daily. Currently we are only accepting credit card payments from our tennis patrons. We accept checks for payment for special events and monthly corporate billings. All checks are deposited daily.

The daily receipts are balanced by our administrative assistant for the tennis facilities. The receipts are balanced against the court sheet which details court usage by time slot. The receipts are then verified and entered into the sales journal daily by the accounting clerk. Tennis professionals are paid a percentage of lesson and program revenues. Daily the pros submit program forms that accounting uses to verify the correct amounts of revenue have been received. We analyze and review lesson and program revenues daily and produce reports each day to show payments due to the pros and revenues retained by the City.

Sample Daily Court Sheet

Sample Sales Journal

| Delray Beach Tennis Center<br>January |                |                 |                               |                                   |                          |                              |               |            |                   |            |            |          |              |              |            |              |              |                |              |             |            |            |                          |                          |
|---------------------------------------|----------------|-----------------|-------------------------------|-----------------------------------|--------------------------|------------------------------|---------------|------------|-------------------|------------|------------|----------|--------------|--------------|------------|--------------|--------------|----------------|--------------|-------------|------------|------------|--------------------------|--------------------------|
| Date                                  | Lesson Revenue | Program Revenue | Pickleball Court Fee Resident | Pickleball Court Fee Non-Resident | Pickleball Pass Resident | Pickleball Pass Non-Resident | String NO TAX | String Mac | General Admission | MOSE       | Membership | Demo Mac | Sell Machine | Sub-Total    | TAX        | Total        | Over (Short) | Total Deposits | Visa/MC      | AMEX        | Discover   | Debit      | Deposit # / Cash / Check | Deposit # / Cash / Check |
| Thursday 1                            | \$1,082.50     | \$2,600.00      |                               | \$252.15                          | \$279.00                 | \$99.00                      | \$20.00       |            | \$569.51          | \$328.64   |            | \$145.98 |              | \$5,347.78   | \$109.93   | \$5,456.71   | \$0.00       | \$5,456.71     | \$4,145.68   | \$1,093.61  | \$333.50   | \$182.92   |                          |                          |
| Friday 2                              | \$2,290.00     | \$3,120.00      | \$9.80                        | \$454.87                          | \$434.00                 | \$396.00                     |               |            | \$680.70          | \$366.75   | \$447.00   | \$21.00  | \$22.65      | \$8,430.77   | \$195.83   | \$8,626.60   | \$0.00       | \$8,626.60     | \$6,092.57   | \$2,148.85  | \$38.10    | \$347.08   |                          |                          |
| Saturday 3                            | \$1,975.00     | \$2,705.50      | \$9.80                        | \$442.80                          | \$31.00                  | \$148.50                     |               | \$165.00   | \$633.93          | \$87.87    | \$447.00   | \$42.20  | \$22.65      | \$6,711.25   | \$131.95   | \$6,843.20   | \$0.00       | \$6,843.20     | \$5,099.61   | \$1,363.88  | \$49.20    | \$332.50   |                          |                          |
| Sunday 4                              | \$362.50       | \$2,020.00      | \$19.60                       | \$424.35                          | \$82.00                  | \$148.50                     |               |            | \$558.35          | \$156.19   | \$780.00   | \$14.00  |              | \$4,515.49   | \$145.11   | \$4,760.60   | \$0.00       | \$4,760.60     | \$3,890.15   | \$737.32    | \$60.38    | \$72.75    |                          |                          |
| Monday 5                              | \$1,322.50     | \$3,909.50      | \$4.90                        | \$233.70                          | \$93.00                  | \$148.50                     |               | \$150.00   | \$509.96          | \$52.42    |            | \$42.00  | \$45.30      | \$5,511.78   | \$83.19    | \$5,594.97   | \$0.00       | \$5,594.97     | \$4,707.67   | \$1,016.26  | \$15.00    | \$95.04    |                          |                          |
| Tuesday 6                             | \$2,200.00     | \$3,966.50      | \$49.00                       | \$332.10                          | \$93.00                  | \$99.00                      |               | \$40.00    | \$568.32          | \$392.74   | \$1,131.00 |          | \$22.65      | \$8,894.31   | \$177.28   | \$9,071.59   | \$0.00       | \$9,071.59     | \$6,039.51   | \$2,361.46  | \$71.90    | \$588.72   |                          |                          |
| Wednesday 7                           | \$1,000.00     | \$3,219.50      | \$4.90                        | \$355.70                          |                          | \$49.50                      | \$20.00       |            | \$548.07          | \$243.11   |            |          |              | \$5,859.70   | \$77.95    | \$6,067.73   | \$0.00       | \$6,067.73     | \$4,340.27   | \$1,442.09  | \$80.60    | \$180.77   |                          |                          |
| Thursday 8                            | \$2,367.50     | \$4,105.75      | \$29.40                       | \$264.45                          | \$83.00                  |                              | \$20.00       | \$30.00    | \$532.17          | \$245.71   | \$1,341.00 |          | \$67.95      | \$9,096.93   | \$189.20   | \$9,286.13   | \$0.00       | \$9,286.13     | \$6,434.81   | \$2,694.38  | \$55.00    | \$91.95    |                          |                          |
| Friday 9                              | \$2,305.00     | \$2,896.50      | \$9.80                        | \$99.40                           |                          | \$49.50                      |               | \$40.00    | \$602.11          | \$462.38   |            | \$45.30  |              | \$6,508.53   | \$84.90    | \$6,593.43   | \$0.00       | \$6,593.43     | \$4,830.11   | \$1,576.95  | \$46.25    | \$40.08    |                          |                          |
| Saturday 10                           | \$1,802.50     | \$3,755.00      | \$4.90                        | \$264.45                          |                          |                              |               |            | \$406.16          | \$358.66   |            | \$38.60  | \$22.65      | \$6,452.94   | \$71.18    | \$6,524.12   | \$0.00       | \$6,524.12     | \$4,647.89   | \$1,724.58  | \$48.50    | \$103.15   |                          |                          |
| Sunday 11                             | \$515.00       | \$1,770.00      | \$4.90                        | \$209.10                          |                          |                              |               |            | \$373.11          | \$85.36    |            |          |              | \$2,957.47   | \$43.89    | \$3,001.36   | \$0.00       | \$3,001.36     | \$2,406.99   | \$408.97    |            | \$108.00   |                          |                          |
| Monday 12                             | \$2,180.00     | \$4,163.00      |                               | \$115.50                          | \$31.00                  |                              |               |            | \$503.31          | \$31.96    |            |          | \$45.30      | \$7,260.17   | \$47.21    | \$7,307.38   | \$0.00       | \$7,307.38     | \$5,155.51   | \$1,730.38  | \$425.00   | \$146.49   |                          |                          |
| Tuesday 13                            | \$962.50       | \$4.00          |                               | \$90.40                           |                          |                              |               | \$40.00    | \$10.00           | \$20.40    |            |          |              | \$1,037.29   | \$24.06    | \$1,061.35   | \$0.00       | \$1,061.35     | \$1,100.44   | \$121.35    |            | \$85.00    |                          |                          |
| Wednesday 14                          | \$1,915.00     | \$1,750.00      |                               | \$147.60                          |                          |                              |               |            | \$371.25          | \$93.48    | \$684.00   | \$7.00   | \$45.30      | \$5,213.63   | \$67.61    | \$5,281.24   | \$0.00       | \$5,281.24     | \$3,511.42   | \$1,479.82  | \$30.00    | \$80.00    |                          |                          |
| Thursday 15                           | \$1,233.50     | \$1,263.50      |                               | \$96.10                           |                          |                              | \$20.00       |            | \$244.23          | \$73.21    |            |          |              | \$3,519.54   | \$26.23    | \$3,545.77   | \$0.00       | \$3,545.77     | \$1,973.90   | \$718.60    | \$15.00    | \$336.07   |                          |                          |
| Friday 16                             | \$2,690.00     | \$3,265.50      | \$4.90                        | \$227.55                          |                          |                              |               | \$165.00   | \$503.63          | \$530.96   |            |          | \$22.65      | \$7,421.39   | \$94.99    | \$7,516.38   | \$0.00       | \$7,516.38     | \$5,418.41   | \$1,097.88  | \$14.00    | \$185.10   |                          |                          |
| Saturday 17                           | \$2,317.50     | \$3,271.50      |                               | \$366.70                          |                          |                              |               | \$40.00    | \$464.17          | \$75.15    |            |          |              | \$6,540.67   | \$82.25    | \$6,622.92   | \$0.00       | \$6,622.92     | \$4,898.29   | \$1,370.63  |            | \$43.10    |                          |                          |
| Sunday 18                             | \$660.00       | \$2,036.00      | \$14.70                       | \$239.95                          |                          |                              |               |            | \$626.54          | \$153.87   |            |          |              | \$3,729.96   | \$67.18    | \$3,797.14   | \$0.00       | \$3,797.14     | \$3,042.31   | \$577.53    |            | \$177.30   |                          |                          |
| Monday 19                             | \$2,777.50     | \$3,332.50      | \$9.80                        | \$366.08                          |                          | \$49.50                      |               |            | \$688.87          | \$296.05   |            | \$14.00  | \$45.30      | \$7,549.75   | \$93.05    | \$7,642.80   | \$0.00       | \$7,642.80     | \$5,431.65   | \$1,303.65  | \$61.55    | \$346.65   |                          |                          |
| Tuesday 20                            | \$2,115.00     | \$5,281.29      | \$4.90                        | \$311.55                          |                          |                              |               | \$40.00    | \$240.31          | \$73.14    | \$1,131.00 |          |              | \$9,179.29   | \$117.18   | \$9,296.47   | \$0.00       | \$9,296.47     | \$6,542.94   | \$960.73    |            | \$279.65   | \$1,238.35               | \$1,774.84               |
| Wednesday 21                          | \$2,340.00     | \$3,803.50      | \$9.80                        | \$172.20                          |                          |                              |               |            | \$816.00          | \$142.21   | \$14.00    |          | \$22.65      | \$6,788.66   | \$81.44    | \$6,870.10   | \$0.00       | \$6,870.10     | \$4,973.09   | \$1,676.46  | \$478.80   | \$121.94   |                          |                          |
| Thursday 22                           | \$2,077.50     | \$1,883.50      |                               | \$173.35                          |                          |                              |               | \$80.00    | \$229.49          | \$144.15   |            |          |              | \$4,592.99   | \$41.06    | \$4,634.05   | \$0.00       | \$4,634.05     | \$3,435.17   | \$926.38    | \$55.00    | \$237.50   |                          |                          |
| Friday 23                             | \$2,837.50     | \$2,038.50      | \$19.60                       | \$338.15                          |                          |                              |               | \$40.00    | \$458.37          | \$82.61    |            | \$7.00   | \$67.95      | \$5,929.68   | \$68.44    | \$6,098.12   | \$0.00       | \$6,098.12     | \$4,333.11   | \$1,471.54  | \$60.00    | \$103.40   |                          |                          |
| Saturday 24                           | \$1,100.00     | \$1,710.00      | \$34.30                       | \$252.75                          |                          |                              | \$40.00       |            | \$438.59          | \$189.73   |            |          | \$28.00      | \$4,086.07   | \$80.34    | \$4,166.41   | \$0.00       | \$4,166.41     | \$2,988.66   | \$1,142.42  |            | \$65.33    |                          |                          |
| Sunday 25                             | \$972.50       | \$1,696.00      |                               | \$326.95                          |                          |                              |               | \$40.00    | \$229.28          | \$170.43   |            |          | \$7.00       | \$3,462.86   | \$51.70    | \$3,514.56   | \$0.00       | \$3,514.56     | \$2,561.31   | \$715.22    | \$12.93    | \$192.30   |                          |                          |
| Monday 26                             | \$1,307.50     | \$1,720.00      | \$14.70                       | \$215.25                          |                          |                              | \$40.00       |            | \$435.24          | \$42.92    |            |          |              | \$3,545.61   | \$49.23    | \$3,594.84   | \$0.00       | \$3,594.84     | \$2,525.96   | \$1,307.88  |            | \$30.00    |                          |                          |
| Tuesday 27                            | \$2,082.50     | \$2,066.75      | \$9.80                        | \$270.60                          |                          |                              |               | \$30.00    | \$446.82          | \$91.32    |            |          | \$22.65      | \$5,020.44   | \$55.67    | \$5,076.11   | \$0.00       | \$5,076.11     | \$3,573.06   | \$1,191.63  |            | \$312.32   |                          |                          |
| Wednesday 28                          | \$2,415.00     | \$1,869.00      | \$9.80                        | \$270.75                          |                          |                              |               | \$80.00    | \$545.28          | \$120.75   |            | \$42.00  | \$22.65      | \$5,382.24   | \$71.35    | \$5,453.59   | \$0.00       | \$5,453.59     | \$3,862.90   | \$1,510.53  | \$92.50    | \$182.66   |                          |                          |
| Thursday 29                           | \$1,417.50     | \$2,808.00      | \$9.80                        | \$178.35                          |                          |                              |               |            | \$359.03          | \$14.96    |            |          |              | \$4,587.66   | \$36.50    | \$4,624.16   | \$0.00       | \$4,624.16     | \$3,581.94   | \$979.60    | \$30.00    | \$152.62   |                          |                          |
| Friday 30                             | \$1,437.50     | \$470.00        | \$9.80                        | \$159.90                          |                          |                              |               | \$80.00    | \$242.66          | \$65.90    |            | \$14.00  | \$22.65      | \$2,513.41   | \$38.86    | \$2,552.27   | \$0.00       | \$2,552.27     | \$1,488.05   | \$914.97    |            | \$189.25   |                          |                          |
| Saturday 31                           | \$567.50       | \$2,086.50      |                               |                                   |                          |                              |               |            | \$242.62          | \$103.96   |            |          |              | \$2,855.09   | \$33.23    | \$2,888.32   | \$0.00       | \$2,888.32     | \$2,462.26   | \$610.74    |            | \$74.20    |                          |                          |
| TOTAL                                 | \$53,248.50    | \$79,860.29     | \$268.90                      | \$7,913.05                        | \$1,116.00               | \$1,188.00                   | \$160.00      | \$1,145.00 | \$14,101.08       | \$5,508.12 | \$5,961.00 | \$423.78 | \$656.85     | \$171,700.57 | \$2,489.23 | \$174,189.80 | \$0.00       | \$174,189.80   | \$123,298.19 | \$40,546.99 | \$1,772.91 | \$5,458.52 | \$1,238.35               | \$1,774.84               |



## Sample forms

[illegible]The image shows two overlapping forms from the Delray Beach Tennis Center / Club. The top form is titled "DELRAY BEACH TENNIS CENTER / DELRAY SWIM & TENNIS CLUB" and "TENNIS CLINIC RECONCILIATION". It contains fields for Name of Event, Date, # of Participants, Lead Price, Time, Total Gross Revenue, Less 30% to City, Less 10% Management Fee, Less \$86 Ball fee, Net Balance, Expenses - Cost of Additional Prof(s), List Names:, Amount, O-Instructor Total, E, Subtotal, LEAG PRO, and various blank lines for handwritten entries. The bottom form is partially visible and includes labels like "nt", "VO", "eginner", "e Week", "nes", "is", "h", and "n" next to horizontal lines. A small portion of a blue object is visible at the bottom right corner.

**DELRAY BEACH TENNIS CENTER  
MIXER EVENT SHEET**

Name of Event: \_\_\_\_\_ Date: \_\_\_\_\_

Total Entry Fees: \$ \_\_\_\_\_  
 Other: \$ \_\_\_\_\_

**TOTAL REVENUE:** \$ \_\_\_\_\_

**EXPENSES:** \$ \_\_\_\_\_  
 Cost of Balls: \$ \_\_\_\_\_  
 Extra Maintenance: \$ \_\_\_\_\_  
 Food: \$ \_\_\_\_\_  
 Miscellaneous: \$ \_\_\_\_\_  
 \_\_\_\_\_ \$ \_\_\_\_\_  
 \_\_\_\_\_ \$ \_\_\_\_\_  
 \_\_\_\_\_ \$ \_\_\_\_\_

**TOTAL EXPENSES:** \$ \_\_\_\_\_

**Net Revenue:** \$ \_\_\_\_\_

40% to City: \$ \_\_\_\_\_

10% Management Fee: \$ \_\_\_\_\_

\$ \_\_\_\_\_

**EXTRA TENNIS PRO:** \_\_\_\_\_ Cost of Extra Pro: \$ \_\_\_\_\_  
 Name: \_\_\_\_\_

**TENNIS PRO:** \_\_\_\_\_ Final Net Revenue to Pro: \$ \_\_\_\_\_  
 Name: \_\_\_\_\_

Tennis Professional Signature: \_\_\_\_\_

General Manager Approval: \_\_\_\_\_

Equipment Rental  
 Gift Certificates  
 Other  
 Sales Tax  
 Total from above  
 Total MC/VISA/AMEX/DISC  
 Cash  
 Gift Certificates  
 Rain Checks Used  
 Correction  
 Total

| DELRAY BEACH SWIM & TENNIS CLUB |  | Member                    |  |
|---------------------------------|--|---------------------------|--|
|                                 |  | Resident                  |  |
|                                 |  | Non-Resident              |  |
| <b>DAILY REPORT</b>             |  |                           |  |
|                                 |  | <u>CLINICS:</u>           |  |
| Day                             |  | B2B                       |  |
| Date                            |  | Intro to WWO              |  |
| Weather                         |  | WWO                       |  |
|                                 |  | Women's Beginner          |  |
| Prepared By                     |  | Elite                     |  |
|                                 |  | Mixer                     |  |
| Worked 1st shift                |  | Stroke of the Week        |  |
|                                 |  | Drills & Games            |  |
|                                 |  | Cardio Tennis             |  |
|                                 |  | Misc. Clinic              |  |
| <b>LESSONS:</b>                 |  |                           |  |
| Jeff B                          |  | Chris                     |  |
| Jen F                           |  | Danny                     |  |
| Adrian                          |  | Jeff K                    |  |
| AJ                              |  | Karla                     |  |
| Berbero                         |  | Mark                      |  |
| Bob                             |  | Perker                    |  |
| Brent                           |  | Quinnton                  |  |
| Charlie                         |  | Rich                      |  |
| Chris                           |  | Wayne                     |  |
|                                 |  | <u>SPBCWTA:</u>           |  |
|                                 |  | DV1B Match                |  |
|                                 |  | DV2B Match                |  |
|                                 |  | DV3 Match                 |  |
|                                 |  | DV4 Match                 |  |
|                                 |  | DV5 Match                 |  |
|                                 |  | DV Warmups                |  |
|                                 |  | DV Team Practice          |  |
|                                 |  | <u>WOMEN'S LEAGUES:</u>   |  |
|                                 |  | 55 Love                   |  |
|                                 |  | Claymates                 |  |
|                                 |  | Do Summer Tennis          |  |
| <b>Sub Total from above</b>     |  |                           |  |
| General Admissions              |  |                           |  |
| Merchandise                     |  |                           |  |
| Leagues/Tournament              |  |                           |  |
| <u>Misc:</u>                    |  | <u>JUNIORS:</u>           |  |
| Misc. Tax                       |  | Jr. Camp                  |  |
| Misc. No Tax                    |  | After School              |  |
| Memberships                     |  | High Performance          |  |
| Equipment Rental                |  | Junior Tournament         |  |
| Gift Certificates               |  |                           |  |
| Other                           |  | <u>COMMUNITY:</u>         |  |
| Sales Tax                       |  | Delray Beach Youth Tennis |  |
| Total from above                |  | Delray Beach Club         |  |
| Total MC/VISA/AMEX/DISC         |  |                           |  |
| <u>OTHER:</u>                   |  |                           |  |
| Cash                            |  | Ball Machine              |  |
| Gift Certificates               |  | Comp                      |  |
| Rain Checks Used                |  | Petrons/Visitors          |  |
| Correction                      |  |                           |  |
| Total                           |  | <b>TOTAL COUNT</b>        |  |

|                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Camp _____<br>After School _____<br>High Performance _____<br>Junior Tournament _____<br>Delray Beach Youth Tennis _____<br>Delray Beach Club _____<br>Bill Machine _____<br>Comp _____<br>Patrons/Visitors _____<br><b>TOTAL COUNT</b> _____ | <b>DELRAY BEACH TENNIS CENTER<br/>PICKLEBALL CLINIC RECONCILIATION</b><br>Date of Event: _____ Lead Pro: _____<br>Location: _____ Time: _____<br>Total Gross Revenue: _____ Price per Person: _____<br>30% to City: \$ _____<br>10% Management Fee: \$ _____<br><b>Net Balance:</b> \$ _____<br>Revenues - Cost of Additional Pro(s)<br>(List Name(s): _____ Amount: _____<br>_____ \$ _____<br>_____ \$ _____<br>_____ \$ _____<br>_____ \$ _____<br><b>Co-Instructor Total:</b> \$ _____<br><b>NET BALANCE:</b> _____<br>Less Co-Instructor Total: \$ _____<br><b>NET REVENUE - LEAD PRO:</b> _____<br>Name: _____<br>Signature: _____<br>Authorized By: _____ |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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# Tab 7 - FEE PROPOSAL



## Fee Proposal

Dubin & Associates, Inc. is pleased to present this proposal for the management of Delray Beach Tennis Center, Delray Tennis Stadium and Delray Swim & Tennis Club. The annual fee for our proposal is \$98,000 per year for the initial five-year term broken down as \$60,000 per year for the Delray Beach Tennis Center and Delray Tennis Stadium and \$38,000 per year for the Delray Swim & Tennis Club. The fee for the renewal terms is \$101,920 per year broken down as \$62,400 per year for the Delray Beach Tennis Center and Delray Tennis Stadium and \$39,520 per year for the Delray Swim & Tennis Club.

| Locations                           |                     |               |
|-------------------------------------|---------------------|---------------|
| Delray Beach Tennis Center (Center) | Initial 5 year term | \$ 300,000.00 |
| Delray Swim & Tennis Center (Club)  | Initial 5 year term | \$ 190,000.00 |
|                                     |                     |               |
| Delray Beach Tennis Center (Center) | Renewal 1           | \$ 62,400.00  |
| Delray Swim & Tennis Center (Club)  | Renewal 1           | \$ 39,520.00  |
| Delray Beach Tennis Center (Center) | Renewal 2           | \$ 62,400.00  |
| Delray Swim & Tennis Center (Club)  | Renewal 2           | \$ 39,520.00  |
| Delray Beach Tennis Center (Center) | Renewal 3           | \$ 62,400.00  |
| Delray Swim & Tennis Center (Club)  | Renewal 3           | \$ 39,520.00  |
| Delray Beach Tennis Center (Center) | Renewal 4           | \$ 62,400.00  |
| Delray Swim & Tennis Center (Club)  | Renewal 4           | \$ 39,520.00  |
| Delray Beach Tennis Center (Center) | Renewal 5           | \$ 62,400.00  |
| Delray Swim & Tennis Center (Club)  | Renewal 5           | \$ 39,520.00  |
|                                     | Total Price         | \$ 999,600.00 |

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# Tab 8 - ATTACHMENTS



**SECTION 10  
SOLICITATION SUMMARY**

The City of Delray Beach  
100 NW 1<sup>st</sup> Avenue  
Delray Beach, FL 33444

PURCHASING DIVISION

**SOLICITATION SUMMARY**

**IMPORTANT NOTICE**

The information you provide on this page will be read aloud at the PUBLIC OPENING for this solicitation. It is VERY IMPORTANT that the summary information you provide below is exactly the same information contained in your Proposal. If subsequent to the opening of Proposals, the City determines that the information contained in the electronic version of your Proposal is different from the information on this solicitation Summary, the City reserves the right to deem your Proposal NON-RESPONSIVE and remove your Proposal from further evaluation and consideration for contract award.

**PROPOSAL INFORMATION**

Proposal Number: RFP 2026-023

Title: Delray Beach Tennis Center and Delray Swim & Tennis Club Management

Due Date and Time: March 4, 2026, 2:00 P.M., ET

Name of Proposer: Dubin & Associates, Inc.

Address: 1300 NW 17th Ave, Suite 273G, Delray Beach, FL 33445

Contact Person: Sharon Painter

Price: \$98,000 per year for the initial term

Authorized Signature: *Sharon Painter*

Date: March 2, 2026

By signing and submitting this solicitation Summary, the Proposer affirms that the information provided above is an exact and correct summary of the information contained in the electronic version of the Proposer's Proposal to the City of Delray Beach.

**THIS SOLICITATION SUMMARY MUST BE SIGNED AND INCLUDED AS AN ELECTRONIC COPY IN THE PROPOSAL.**

### ACKNOWLEDGEMENT OF ADDENDA

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

**PART I:**

List below the dates of issue for each addendum received in connection with this solicitation:

Addendum #1, Dated February 19, 2026

Addendum #2, Dated February 23, 2026

Addendum #3, Dated March 4, 2026

Addendum #4, Dated March 10, 2026

Addendum #5, Dated \_\_\_\_\_

Addendum #6, Dated \_\_\_\_\_

Addendum #7, Dated \_\_\_\_\_

Addendum #8, Dated \_\_\_\_\_

Addendum #9, Dated \_\_\_\_\_

Addendum #10, Dated \_\_\_\_\_

**PART II:**

☐ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

Dubin & Associates, Inc.

Firm Name

Sharon Painter

Signature

Sharon Painter, CEO

Name and Title

March 2, 2026

Date

| Addendums                      | Date                    |
|--------------------------------|-------------------------|
| <a href="#">Addendum No. 2</a> | 02/23/2026 02:38 PM EST |
| <a href="#">Addendum No. 4</a> | 03/10/2026 12:42 PM EDT |
| <a href="#">Addendum No. 1</a> | 02/19/2026 03:32 PM EST |
| <a href="#">Addendum No. 3</a> | 03/04/2026 11:50 AM EST |



### SUBMITTAL SIGNATURE PAGE

By signing this document, the Bidder/Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflicts of Interest and Code of Ethics provisions.

Firm Name: Dubin & Associates, Inc.

Street Address: 1300 NW 17th Ave, Suite 273G, Delray Beach, FL 33445

Mailing Address (if different from Street Address): n/a

Telephone Number(s): (561) 265-0255

Fax Number(s): (561) 265-2752

Email Address: sharon@jcdsportsgroup.com

Federal Employer Identification Number: 65-0004221

Prompt Payment Terms: 0 % 0 days' net 15 days

Signature: *Sharon Painter*  
(Signature of authorized agent)

Print Name: Sharon Painter

Title: CEO

Date: March 2, 2026

By signing this document, the Bidder/Proposer agrees to all terms and conditions of this solicitation and the resulting contract/agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS BID/PROPOSAL, FOR NOT LESS THAN 90 DAYS, AND THE BIDDER'S/PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE, BY AN AUTHORIZED REPRESENTATIVE, SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS BID/PROPOSAL.

## **Vendor or Contractor Conflict of Interest Disclosure Statement Information and Instructions**

The award of this contract is subject to the provisions of Chapter 112, Part III, Florida Statutes. The City of Delray Beach, Florida, requires this disclosure statement to be completed and filed with all proposals, bids responses, contracts, or grant or loan requests to the City. The disclosure statement is not required for contracts for gas, water, and electric services where no competition exists, or where rates are fixed by law or ordinance. In circumstances where a contract is awarded by competitive bid, the disclosure statement shall be required from persons submitting responses to requests for proposals, requests for qualifications, invitation to bid, grant applications, or other proposals.

A copy of the disclosure statement shall be maintained by the Purchasing Department.

The City of Delray Beach shall not enter into any contract or appropriate any public funds with any person who refuses to provide information required on the disclosure form.

Any person who provides misleading or incorrect information on the disclosure statement shall be disqualified from participation. Also, the contract or grant shall be voidable by the City if the misleading or incorrect information on the disclosure statement is discovered by the City subsequent to execution of a contract.

### **Definitions**

**"Business Entity"** means any corporation, partnership, limited partnership, proprietorship, firm, enterprise, franchise, association, self-employed individual, or trust, whether fictitiously named or not, doing business in the State of Florida.

**"Family, or Family Members, or Familial Relationship"** means included but limited to individuals who are related to a public official as father, mother, son, daughter, brother, sister, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, half brother, half sister, person who is engaged to be married to a public official or who otherwise holds himself or herself out as or is generally known as the person whom a public official intends to marry or with whom a public official intends to form or has formed a household.

**"Person"** means an individual, firm, partnership, association, joint venture, cooperative, or corporation, or any other group or combination acting in concert.

**"Public Official"** means a person either elected to a governmental position, or appointed to a governmental position who is authorized by statute, resolution or charter to exercise part of the sovereign power of the governmental entity and whose duties involve the exercise of discretion on behalf of the governmental entity. This also includes all City Employees.

### **Instructions**

Complete all lines as indicated. If an item does not apply, denote N/A (not applicable). If you cannot include required information in the space provided, attach additional sheets as necessary.

## CITY OF DELRAY BEACH VENDOR OR CONTRACTOR CONFLICT OF INTEREST DISCLOSURE FORM

Dubin & Associates, Inc.

ENTITY COMPLETING FORM

1300 NW 17th Ave, Suite 273G  
ADDRESS

Delray Beach, FL 33445  
CITY, STATE, ZIP

(561) 265-0255  
TELEPHONE NUMBER

sharon@jcdsportsgroup.com  
CONTACT EMAIL ADDRESS

(561) 716-6016  
CELL PHONE NUMBER

This form is provided with:

☐ Invitation to Bid ☐ Request for Proposal / Qualifications ☒ Proposal ☐ Grant or Loan ☐ Other

1. Has your business entity or any of your business entities' partners, divisions, or any related business entity previously performed work or provided goods or services to any City Department within the current or last fiscal year?

☒ Yes ☐ No

If yes, identify below the City Department that received the goods or services, the type(s) of goods or services previously provided, and the amount received for the provision of such goods or services. (Use additional pages if necessary)

| CITY DEPARTMENT               | TYPE OF GOODS/SERVICES                                                   | AMOUNT RECEIVED |
|-------------------------------|--------------------------------------------------------------------------|-----------------|
| Parks & Recreation Department | Management of Delray Beach Tennis Center and Delray Swim & Tennis Center | \$102,900       |

2. Has your business entity or any of your business entities' partners, divisions, or any related business entity previously applied for and received any grants or loans from any City Department within the current or last fiscal year?

☐ Yes ☒ No

If yes, identify the City Department that awarded the grant or loan, the date such grant or loan was awarded, and the amount of the grant or loan.

| CITY DEPARTMENT | DATE GRANT AWARDED | AMOUNT OF GRANT OR LOAN |
|-----------------|--------------------|-------------------------|
|-----------------|--------------------|-------------------------|



3. List below the name(s) and address(es) of all public officials with whom your business entity, or members of your immediate family have a familial relationship. Identify the office the public official holds or the City Department for which the public official works. (Attach additional sheets if necessary.)

| NAME OF PUBLIC OFFICIAL/EMPLOYEE | ADDRESS | CITY DEPARTMENT |
|----------------------------------|---------|-----------------|
|----------------------------------|---------|-----------------|

n/a

4. List below the name(s) and address(es) of all family members of public officials with whom your business entity, or members of your immediate family have a familial relationship. Identify the office the public official holds or the City Department for which the public official works. (Attach additional sheets if necessary.)

| NAME OF FAMILY MEMBER | ADDRESS | NAME OF PUBLIC OFFICIAL/ PUBLIC EMPLOYEE | CITY DEPARTMENT WHERE EMPLOYED |
|-----------------------|---------|------------------------------------------|--------------------------------|
|-----------------------|---------|------------------------------------------|--------------------------------|

n/a

If you identified individuals in items one and / or two above, describe in detail below the direct benefit to be gained by the public officials, and/or their family members as the result of the contract, proposal, request for proposal, invitation to bid, or grant proposal. (Attach additional sheets if necessary.)

n/a

List below the name(s) and address(es) of all paid consultants and/or lobbyists utilized to used in preparation of , request for proposal or qualifications, invitation to bid, or grant or loan proposal:

| NAME OF PAID CONSULTANT/LOBBYIST | ADDRESS |
|----------------------------------|---------|
|----------------------------------|---------|

n/a

List below the name(s) of any officer, director, or agent of the Business Entity who is also an employee of the City of Delray Beach.

| NAME OF OFFICER, DIRECTOR, OR AGENT WHO IS ALSO AN EMPLOYEE OF THE CITY |
|-------------------------------------------------------------------------|
|-------------------------------------------------------------------------|

n/a

List below the name(s) of any Public Official who owns, directly or indirectly, an interest of more than five percent (5%) in the Business Entity or any of its parent company or subsidiaries.

| NAME OF ANY PUBLIC OFFICIAL WHO OWNS INTEREST IN BUSINESS ENTITY |
|------------------------------------------------------------------|
|------------------------------------------------------------------|

n/a

**CITY OF DELRAY BEACH**

**Notification and Affidavit Pursuant to Fla. Stat. Section 287.133(2)(a)**

Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G,  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list. As the officer or representative of the company, I certify that the Proposer and its affiliates:

1. Have been notified of the above provision,
2. are not on the convicted vendor list as provided by Florida Statute §287.133(2)(a); and
3. have not been on the convicted vendor list for a period of 36 months prior to submission of the bid, proposal, or reply.

Under penalty of perjury, I declare that I have read the foregoing document, and the facts stated in it are true.

Signature: Sharon Painter  
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026

List below the name(s), titles and address(es) of all relatives of public officials of the City of Delray Beach having any direct or indirect financial interest of 5% or more in the Business Entity (other than a relationship described in response to paragraphs above), state to whom and how they are related, and describe the nature and extent of the financial interest.

**NAME OF ANY PUBLIC OFFICIAL'S RELATIVE WHO OWNS AN INTEREST OF 5% OR MORE IN BUSINESS ENTITY**

Please check one of the following statements and attach additional documentation if necessary:

- ☒ To the best of my knowledge, the Business Entity has no potential conflict of interest due to any other clients, contracts, or property interest.
- ☐ The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interests.

By signing below, I certify under oath and penalty of perjury that all statements on or attached to this form are true and correct to the best of my knowledge. I further understand that omissions shall be cause for disqualification from participation in the proposed transaction.

|                       |                      |
|-----------------------|----------------------|
| <u>Sharon Painter</u> | <u>March 2, 2026</u> |
| Signature             | Date                 |
| <u>Sharon Painter</u> | <u>CEO</u>           |
| Printed Name          | Title                |



**Notification of Public Records Law Pertaining to Public Contracts and Requests  
for Contractor Records Pursuant to Chapter 119, Florida Statutes**

Pursuant to Chapter 119, *Florida Statutes*, Contractor shall comply with the public records law by keeping and maintaining public records required by the City of Delray Beach in order to perform the service. Upon request from the City of Delray Beach' custodian of public records, contractor shall provide the City of Delray Beach with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, *Florida Statutes* or as otherwise provided by law. Contractor shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract. If the Contractor does not transfer the records to the City of Delray Beach. Contractor upon completion of the contract, shall transfer, at no cost, to the City of Delray Beach all public records in possession of the Contractor or keep and maintain public records required by the City of Delray Beach in order to perform the service. If the Contractor transfers all public records to the City of Delray Beach upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City of Delray Beach, upon request from the City of Delray Beach'S custodian of public records, in a format that is compatible with the information technology systems of the City of Delray Beach.

**IF THE SELECTED BIDDER/PROPOSER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE SELECTED BIDDER'S/PROPOSER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT CITY OF DELRAY BEACH, CITY CLERK, 100 N.W. 1<sup>ST</sup> AVE., DELRAY BEACH FLORIDA. THE CITY CLERK'S OFFICE MAY BE CONTACTED BY PHONE AT 561-243-7050 OR VIA EMAIL AT [CITYCLERK@MYDELRAYBEACH.COM](mailto:CITYCLERK@MYDELRAYBEACH.COM).**

Acknowledged:

Dubin & Associates, Inc.

Firm Name



Signature

Sharon Painter, CEO

Name and Title (Print or Type)

March 2, 2026

Date

## DRUG-FREE WORKPLACE

Dubin & Associates, Inc. is a drug-free workplace and has  
(Company Name)  
a substance abuse policy in accordance with and pursuant to Section 440.102, *Florida Statutes*.

Acknowledged by:

Dubin & Associates, Inc.

Firm Name

Sharon Painter

Signature

Sharon Painter, CEO

Name and Title

March 2, 2026

Date

NON-COLLUSION AFFIDAVIT

STATE OF Florida

COUNTY OF Palm Beach

Before me, the undersigned authority, personally appeared Sharon Painter, who, after being by me first duly sworn, deposes and says of authority's personal knowledge that:

- a. Sharon Painter is CEO of Dubin & Associates, Inc., the Bidder/Proposer that has submitted a Bid/Proposal to perform work for the following:

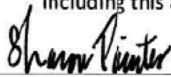
Solicitation No.: 2026 - 023 Title: Delray Beach Tennis Center and Delray Swim and Tennis Center Management

- b. Sharon Painter is fully informed respecting the preparation and contents of the attached solicitation, and of all pertinent circumstances respecting such solicitation.

Such Bid/Proposal is genuine and is not a collusive or sham Bid/Proposal.

- c. Neither the said Bidder/Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Bidder/Proposer, firm, or person to submit a collusive or sham Bid/Proposal in connection with the solicitation and contract for which the attached Bid/Proposal has been submitted or to refrain from proposing in connection with such solicitation and contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder/Proposer, firm, or person to fix the price or prices in the attached Bid/Proposal or any other Bidder/Proposer, or to fix any overhead, profit, or cost element of the Bid/Proposal price or the Bid/Proposal price of any other Bidder/Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed contract.

- d. The price or prices quoted in the attached Bid/Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder/Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.



Signature

STATE OF Florida

COUNTY OF Palm Beach

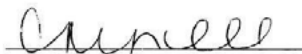
The foregoing instrument was subscribed to and sworn before me by means of ☒ physical presence or ☐ online notarization, this 2nd day of March, 2026, by Sharon Painter (name of person), as CEO (type of authority) for Dubin & Associates, Inc. (name of party on behalf of whom instrument was executed).

Personally known ☒ OR Produced Identification ☐

Type of Identification Produced \_\_\_\_\_



CYNTHIA M. DOLL  
Commission # HH 647049  
Expires June 29, 2029

  
Notary Public – State of



#### TRUTH – IN – NEGOTIATION CERTIFICATE

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.

The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

Name: Sharon Painter

Title: CEO

Date: March 2, 2026

Signature: 

**CITY OF DELRAY BEACH**

**Affidavit Pursuant to Fla. Stat. Section 448.095**

Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Florida Statute §448.095 states that a public agency must require in any contract that the contractor, and any subcontractor thereof, register with and use the E-Verify system to verify the work authorization status of all new employees of the contractor or subcontractor.

As the officer or representative of the company, I certify that the company identified above:

1. is registered with the E-Verify System.
2. uses the E-Verify system to verify the work authorization status of all new employees of the contractor or subcontractor; and
3. If the Proposer enters into a contract with a subcontractor, the Proposer will require that the subcontractor provide the contractor with an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract.

Under penalties of perjury, I declare that I have read the foregoing documents and the facts stated in it are true.

Signature:   
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026

### Scrutinized Company Certification

This certification is required pursuant to Florida State Statute Section 287.135.

A company, that at the time of bidding or submitting a proposal for a new contract or renewal of an existing contract, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List is ineligible for, and may not bid on, submit a proposal for, or enter into or renew a contract with an agency or local governmental entity for goods or services of \$1 million or more.

Companies must complete and return this form with its response.

Company. Dubin & Associates, Inc.

FID or EIN No. 65-0004221

Address. 1300 NW 17th Ave, Suite 273G

City. Delray Beach

State. FL

Zip. 33445

I, Sharon Painter, as a representative of Dubin & Associates, Inc.  
certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or  
the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or engaged in business  
operations in Cuba or Syria.



Signature

CEO

Title

Sharon Painter

Printed Name

March 2, 2026

Date



**CITY OF DELRAY BEACH**

**Affidavit Pursuant to Fla. Stat. 287.135**

Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave. Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Pursuant to Florida Statute §287.135, Proposer is ineligible to enter into, or renew, this Agreement if Proposer is on the Scrutinized Companies that Boycott Israel List (as identified in Section 215.4725, Florida Statutes), or is engaged in a boycott of Israel.

As the officer or representative of the company, I certify that the company identified above:

1. Is not on the Scrutinized Companies that Boycott Israel List, and that Proposer is not engaged in a boycott of Israel.
2. If at any time during the Procurement Period or if selected, during the term of the Agreement with the City, the Proposer is placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, the Proposer/Contractor will notify the City in writing within ten (10) days of the date of such occurrence.
3. Proposer understands that in the event the City determines, using credible information available to the public, that Proposer has submitted a false certification or Proposer is found to have been placed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel, the City may, in its sole discretion, terminate any Agreement entered into and seek a civil penalty, and other damages and relief, against Proposer/Contractor, pursuant to Section 287.135, Florida Statutes. In addition, the City may pursue any and all other legal remedies against Proposer/Contractor.
4. Proposer/Contractor will not seek damages, fees, or costs against the City in the event the City terminates an Agreement pursuant to this provision.

Under penalties of perjury, I declare that I have read the foregoing documents and the facts stated in it are true.

Signature: Sharon Painter  
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026

**CITY OF DELRAY BEACH**

**Affidavit Pursuant to Fla. Stat. Section 287.134**

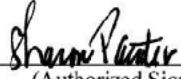
Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Pursuant to Section 287.134, Florida Statutes, an entity or affiliate who has been placed on the discriminatory vendor list may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity. By execution of this Agreement, Contractor represents that it has not been placed on the discriminatory vendor list as provided in Section 287.134, Florida Statutes.

As the officer or representative of the company, I certify that the company identified above:

1. is not on the discriminatory vendor list as provided by Florida Statute §287.134

Under penalty of perjury, I declare that I have read the foregoing document and the facts stated in it are true.

Signature:   
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026

**CITY OF DELRAY BEACH**

**Affidavit Regarding the Use of Coercion for Labor and Services**

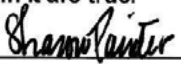
Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Florida Statute §787.06(13) requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by a officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The City of Delray Beach, Florida is a governmental entity for the purposes of this statute.

As the officer or representative of the company, I certify that the company identified above does not:

- Use or threaten to use physical force against any person;
- Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against his or her will;
- Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied towards the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit;
- Provide controlled substances as outlined in Schedule I or Schedule II of Florida State Statute §893.03 to any person for the purpose of exploitation of that person.

**Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.**

Signature:   
(Authorized Signature)

Print Name  
and Title: Sharon Painter, CEO

Date: March 2, 2026



**CITY OF DELRAY BEACH**

**Affidavit Pursuant to Fla. Stat. 287.138**

Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Florida Statute §287.138 requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not meet any of the criteria in paragraphs (2)(a)-(c) of the statute. The City of Delray Beach, Florida is a governmental entity for the purposes of this statute.

As the officer or representative of the company, I certify under penalty of perjury that the company identified above:

1. is not owned by the government of a foreign country of concern;
2. the government of a foreign country of concern does not have a controlling interest in the company; and
3. The company is not organized under the laws of and does not have its principal place of business in a foreign country of concern.

Signature:   
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026

CITY OF DELRAY BEACH

Affidavit Pursuant to Fla. Stat. Section 286.101(3)

Vendor Name: Dubin & Associates, Inc.  
Vendor FEIN: 65-0004221  
Vendor's  
Authorized  
Representative  
Name and Title: Sharon Painter, CEO  
Address: 1300 NW 17th Ave, Suite 273G  
City: Delray Beach State: FL Zip: 33445  
Phone Number: (561) 265-0255  
Email Address: sharon@jcdsportsgroup.com

Any entity that applies to a state agency or political subdivision for a grant or proposes a contract having a value of \$100,000 or more shall disclose to the state agency or political subdivision any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern if such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous 5 years. Such disclosure shall include the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder. Within 1 year before applying for any grant or proposing any contract, such entity must provide a copy of such disclosure to the Department of Financial Services. As the officer or representative of the company, I certify that the Proposer and its affiliates:

1. does NOT have any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern if such interest, contract, or grant or gift has a value of \$50,000 or more; and

2. has Not had prior interest of, any contract with, or any grant or gift received from a foreign country of concern within the past 5 years.

☒ X

OR

3. Has provided disclosure to the City including the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder; and

4. Has provided a copy of such disclosure to the Department of Financial Services within one year before proposing any grant or contract.

☐

Under penalty of perjury, I declare that I have read the foregoing document, and the facts stated in it are true.

Signature: Sharon Painter  
(Authorized Signature)

Print Name and Title Sharon Painter, CEO

Date: March 2, 2026







