

**City of Coral Gables City Commission Meeting
Agenda Item G-2
January 28, 2020
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

**Mayor Raul Valdes-Fauli
Vice Mayor Vince Lago
Commissioner Pat Keon
Commissioner Michael Mena
Commissioner Jorge Fors**

City Staff

**City Manager, Peter Iglesias
City Attorney, Miriam Ramos
City Clerk, Billy Urquia
Parks & Recreation Director, Fred Couceyro**

Public Speaker(s)

**Steven Gonzalez
Stanley Friedman
Terry McGuire**

Agenda Item G-2 [1:37 p.m.]
Update regarding Biltmore Golf Course maintenance issue.
(Sponsored by Commissioner Mena)

Vice Mayor Lago: I think the next item I'm going to take up is G-2, Commissioner Mena's item in regards to the Biltmore Golf Course. Take it away.

Commissioner Mena: So, this is revisiting -- there was -- and I'll let Fred sort of take the lead on this. But there was some inspections reports you did back in starting...

Parks & Recreation Director Couceyro: Starting in April through...

Commissioner Mena: April.

Parks & Recreation Director Couceyro: The summer.

Commissioner Mena: Through summer about the maintenance of the golf course. Fred was going out -- or you ended up going out this last Tuesday again.

Parks & Recreation Director Couceyro: Yeah.

Commissioner Mena: To revisit some of those issues based on some complaints that we've received. And so, I asked Fred after his inspection, since our meeting was the next week, to just come back and report to us. Obviously, we have people from the Biltmore here who can chime in as well, but if you can maybe...

Parks & Recreation Director Couceyro: Right. Yeah, as we've done a few times before, we've gone out on the course. I've taken our golf course superintendent from the City. I have ridden around with personnel from the Biltmore. We've looked at the conditions of the course. What I've done -- and I've kept it a standard in my memo is we look at the conditions, or just what we see with our eyes and what we look at when we step on the course and look at it firsthand. And then, we've offered recommendations. We haven't made them mandates or requirements, and always looking for the condition of the course. There are some spots that we need to improve on the course. You know, there's certain areas that have gotten better from when we started in May. There's certain areas that we've seen a little bit of deterioration in and -- so we're a little bit

concerned about certain conditions and we're hopeful that they'll continue to work to get them better.

Vice Mayor Lago: What is your -- what do you think the reasoning behind the deterioration, the limited deterioration that you see in certain areas?

Parks & Recreation Director Couceyro: Well, you know, there's -- we have made recommendations on maybe additional staff and certain materials that we think would help. I'm not sure -- you know, I don't have all of their information on what their budgeting is and what their staffing is, but what we've seen is, you know, to look at maybe benchmarking -- they put in certain courses that they benchmark themselves when they're setting fees. And I thought a good starting point would be maybe benchmark yourself versus those 10 courses to see what resources are being allocated in there. You know, to make a comparison with the Granada Golf Course, I don't think it's fair. It shouldn't be the same kind of course. There's different kind of play. But they can be - - you know, they can use Granada as a starting benchmark, but with the impetus to move at a different classification level.

Vice Mayor Lago: So, we have two speaker cards. We have...

Commissioner Keon: Can I ask Fred -- how many rounds of golf gets played at Granada a year?

Parks & Recreation Director Couceyro: At Granada?

Commissioner Keon: Annually.

Parks & Recreation Director Couceyro: We're...

Commissioner Keon: Is a round of golf nine holes or eighteen holes?

Parks & Recreation Director Couceyro: No, it's just for nine, nine hole rounds.

Commissioner Keon: Okay, so how many rounds...

Parks & Recreation Director Couceyro: We -- in 2018, we were at 45,000. At 2019, I'm still waiting for the December numbers, but we're looking at probably right up to 50,000 rounds.

Commissioner Keon: Fifty thousand nine-hole rounds?

Parks & Recreation Director Couceyro: Yes. It's -- Granada has really picked up in the last few years...

Commissioner Keon: Yeah.

Parks & Recreation Director Couceyro: In terms of activity.

Commissioner Keon: That's good, yeah.

Vice Mayor Lago: Are we still in the red there?

Parks & Recreation Director Couceyro: Yes, but we're -- every year it's been reducing it. We're reducing it. Eventually, it'll be gone.

Vice Mayor Lago: It looks pretty significant from the last time checked.

Parks & Recreation Director Couceyro: It was -- yeah.

Vice Mayor Lago: It's a few hundred thousand dollars that we were in the red.

Parks & Recreation Director Couceyro: Yeah. We're -- I'm waiting on the final numbers for 2019, but we're under 200, maybe closer to mid-150, maybe less...

Commissioner Keon: Right.

Parks & Recreation Director Couceyro: Depending on what we get.

Commissioner Keon: Right.

Vice Mayor Lago: So, let me give Mr. Leon Keller a moment, if he's here. He signed -- he was -
- he had an issue with the maintenance.

Unidentified Speaker: Is he a member or...

Vice Mayor Lago: He had an issue with the maintenance. He says it's a great hotel, by the way.

(COMMENTS MADE OFF THE RECORD)

Commissioner Mena: Okay, I got you.

Vice Mayor Lago: He said there's a few issues in regards to maintenance. He says it's a great hotel with a world-class golf course and a great golf school. The other -- you know, the other request to speak is Steven Gonzalez. Please come up, sir. Two minutes. Thank you for taking your time and being here. I appreciate it.

Steven Gonzalez: No, thank you. And actually, before I get started, I'm Steve Gonzalez. I'm the president elect of the Junior Orange Bowl and the chair of the Junior Orange Bowl International Golf Championship that's presented at the Biltmore Hotel. So, one, I would like to thank the Commission and the City for all the support for our organization, not only the golf tournament,

but also tennis and the festival in its entirety. I really wanted to come here today in support of the Biltmore and the job they've done throughout the years. I mean, I -- that's where I play. I've been playing golf at the Biltmore for 25 plus years. This year, in particular, with the 11 inches of rain we got in December, I thought the staff did an amazing job. I'm also the starter during the tournament. So, I talk to every kid, every coach, every Federation representative. And to a person, every one of them complimented the course, the tournament, the City itself. But in particular, having heard about the rain we had in December, which is kind of unseasonal, they were all pretty impressed with the course. I thought the Biltmore and their crew, Craig, Bob Coleman, did a great job. And in fact, the City of Coral Gables and the Biltmore got some extra PR a week afterwards cause our fourth place finisher won the Latin amateur, qualified for the US Open and the Masters and complimented the Biltmore course during his post round press. So, I just wanted to come here, let y'all know that...

Vice Mayor Lago: Thank you.

Mr. Gonzalez: As an organization we valued the Biltmore, the City, and our relationships with both of you.

Vice Mayor Lago: Thank you for being here.

Commissioner Keon: Thank you.

Vice Mayor Lago: Alright, we have one more card. J.R. Steinbauer, Jr.

(COMMENTS MADE OFF THE RECORD)

Vice Mayor Lago: Okay. His comments are this past year, at the Junior Orange Bowl tournament, we did not hear any complaints. These are top young players from around the globe. These players express the green -- enjoy the greens and course. It was in good condition. (UNINTELLIGIBLE).

Perfect. Do you want to take another -- do you want to take anything else or you want to break for...

Commissioner Mena: Well, I wanted to see...

Commissioner Keon: But wait.

Commissioner Mena: -- if anybody from Biltmore wants to...

Commissioner Keon: I think he wants to hear -- yeah.

Vice Mayor Lago: Do you have anything else? The Mayor's back.

Commissioner Keon: Do you want to hear Jeff (UNINTELLIGIBLE)?

Commissioner Mena: What's that?

Vice Mayor Lago: Excuse me?

Commissioner Keon: Do you want to hear Jeff (UNINTELLIGIBLE) on that item? He's also in the back there.

Stanley Friedman: We came here full of energy this morning, ready to say good morning in a loud voice. And now, we're petering out and almost as exhausted as you are between the bicycle lanes and doing away with fertilizer, et cetera, et cetera. My name is Stanley Friedman. I work for the Biltmore Hotel and Biltmore Golf. I just wanted to introduce (UNINTELLIGIBLE), who is our managing director, basically, the chief operating officer of the Biltmore. That includes the hotel and the golf course. And Bob Coleman, who I think everybody knows is the director of golf, who, no pun intended, is going to be leaving soon and going on to greener pastures. I'm not an

agronomist and I'm not a golfer, but I'm going to very briefly tell you what I know and then I'll introduce you to somebody who knows the golf course from A to Z. The golf course, I've learned, 141 acres, is a living organism. It's alive. It eats; we feed it, it needs nurturing. We water it, we irrigate it. It's out in the street, 24 hours a day, seven days a week. It faces all the elements. And we have a lot of golf courses in Florida and a lot in the United States. You can't compare apples and oranges. This golf course, even though it was built in 1925 or in 1926, is an infant. It's a newborn. As we speak today, it's the 13th month of its life. And with that takes time, takes effort, takes energy and a lot of love has got to be given to it. So, I want you to keep that in mind when you talk about a five-year-old course or a seven-year-old course where everything is mature. You can't look out the window and watch the grass grow. It doesn't work that way; it never did. So, on my right is Terry McGuire, who's the Vice President of Operations of BrightView Golf Maintenance. They're a 40-year-old company. They operate and maintain 80 golf courses, some odd 30 are in the state of Florida. They know the soil. They know conditions and they know what they're doing. And we -- Friday afternoon, about four o'clock, we received the report from the City's rep, which is a very thorough job. I must commend them on it. Yeah. There was most things that we may agree with; some things that we don't. But we got to look at it not at the moment, but what it's been, what it looks like now and what it's going to look like going down the road. And for that, I think Terry will be able to be responsive. I don't know the complaints that you received, were there two or three, were they letters or phone calls?

Commissioner Mena: I can't speak for my colleagues, but I've had -- I couldn't tell you. It's more than two or three.

Mr. Friedman: Okay. And when they...

Vice Mayor Lago: I've had a few phone calls from individuals.

Mr. Friedman: Yeah, it's usually the same three or four people that we...

Commissioner Fors: And me too, by the way. I've gotten complaints.

Vice Mayor Lago: Remember, we can't speak to each other. So, at the end of the day, it may be the same people, you never know.

Commissioner Fors: Might be the same and it might not be.

Mr. Friedman: All right. But you all could speak to us. Y'all could speak to us. So, without going further, Terry is ready. Friday afternoon, about 4 o'clock, we received Fred's critique, and we all jumped into it. We met last night and decided what we're going to say to that. Yeah.

Terry McGuire: Good afternoon, honorable Mayor, Vice Mayor and Commissioners. Thank you for letting us present with you today. As Stanley mentioned, we got this Friday afternoon. So, I put something together that that would provide some background. Our goal is that we collaborate and work together to make the Biltmore as great of an iconic asset for the City as it can be. A little bit about our company. We're a very large -- largest in the world, horticultural company. I run the golf division, 22 years with the company, 30 years in the industry. Many of those years are in Florida here. You've got some information, other information about our company. But what I'd like to instill today is that we don't guess at what we do. We're very experienced. We're very accomplished and we're very successful in that everything we do is based on diagnostic and sound agronomic practices. Our company, in fact, has one of the few PhD agronomists on staff versus our competition and other companies in the industry. We pride ourselves on walking the talk, if you will, with respect to what our challenges and our goals are on each of our properties. Stanley mentioned we're roughly 30 golf courses in the state of Florida. Half of those are municipalities, right. And something else that's a neat statistic that's in your booklet is we actually maintain five of the top 75 best public golf courses in the state of Florida. That's relevant here. Biltmore is on that list. So, what we wanted to show with that is you're not alone with respect to the partnership that we have with the Biltmore in maintaining your asset. What you don't see on that list is three of those golf courses we've been involved with either at the introductory level of construction, new

golf course or through renovation. And that's important from a context standpoint because that's really what I want to get to. I've had the opportunity to tour with Fred on two of the three visits that he's made previously. Unfortunately, I couldn't make last week's. So, I kind of want to give you some context with respect to what he's identified so that hopefully you have confidence that the course that we're on is sound, the strategy that we have in play is working and that it's just a -- maybe a need to take a little bit of a longer view with respect to where we are in this moment in time, right. From a contextual standpoint, as Stanley mentioned, we're dealing with a very juvenile golf course relative to when it was renovated, right. The issues that Fred has identified are, from a percentage standpoint of overall acreage, they're around 3 percent or less. So, our issues are very isolated. It's not a majority of areas; it's not a majority of surfaces. These are isolated areas on the golf course that we continue to work with. And the last and probably most important, and I appreciate the speaker they came up to us with, is there's also a page in your booklet that talks about time of year. And right now, this time of year, we're in the non-growing season, if you will, of the type of turf that is 100 percent on the golf course. It's categorized as warm season turf. By virtue of that description, it grows during the warm season. As Vice Mayor -- Commissioner Lago mentioned, we don't grow this time of year. We don't have typical rainy season. And so, the turf is more or less standing there in the condition that it was up to that point. What's interesting is that goes from mid-December to mid-February, so that's our window of vulnerability with respect to the age of the turf that we have on the golf course. We have to deal with situations during that time of year because the turf's not able to grow through then. The thing that has impacted us this year more so than historically in this area is the amount of rainfall, excessive moisture, excessive shade, and not the ability to grow and recover with an open golf course that does approximately 40,000 rounds presents issues. And those are the things that, for the most part, are identified in the report that we are dealing with. I'm not going to go into detail on this. We did provide a response to Fred's report on every point, but I certainly wanted to put some context around where we are. The stage of the turf that is out there is in the maturation stage. As Stanley pointed out, it's very young. Everything that we've done this past year is to develop density on all playing surfaces. We've done that while combating weed pressures and other things. And I'm not going to go there, but I just want to say I was here a year ago when Jeb Bush teed off on number 10. It's

a different golf course today. We've made significant strides in this last growing season. We're in a period of just maintaining right now, but we're about to get back into another season where we anticipate to make continual improvements to the asset, right. So again, when you think about that 96, 97 percent there, that 3 percent, the fringe that we continue to work on this time of year, the issues that were raised are evident, right. I heard pivot earlier. This is what we do right now. We pivot, when there's excessive rainfall with play and so forth. We manage traffic. We move cups around to safer areas in the greens. We monitor shade. There's over 400 golf courses -- or 400 trees on this golf course. Every tree competes with that turf grass for shade. And those are areas that we continue to develop, right. In closing, I'd just like to say that hopefully we can exercise a little bit of reasonableness based upon the context that we've developed. We're very early in this process. We've had one actual growing season. We look forward to the golf course continuing to mature and to continue to get better and ultimately resemble the iconic asset that it is for the City Beautiful. Happy to be here. Wanted to put everything in front of you, wanted to make sure we're available for questions. If anything from a recommendation standpoint, let's stay the course that we're on. Let's get out of this period of not growing. Let's get into spring, and certainly, if there are continued concerns, let's meet back and understand where we are at that time and move forward.

Mayor Valdes-Fauli: Commissioner Mena, this is your item.

Commissioner Mena: I guess -- look, here are my questions for you based on the calls that I've received.

Mr. McGuire: Yes, sir.

Commissioner Mena: You know, well, one is -- most fundamentally, I guess my question would be why do you think we're getting calls from your members?

Mr. McGuire: Yes.

Commissioner Mena: Complaining about the condition of the course.

Mr. McGuire: Yeah.

Commissioner Mena: Because it's not us complaining. It's not, you know...

Mr. McGuire: Right.

Commissioner Mena: These are members of yours that...

Mr. McGuire: Yes.

Commissioner Mena: For whatever reason feel that way.

Mr. McGuire: Yeah.

Commissioner Mena: So, that's one issue I'd like you to address.

Mr. McGuire: Okay.

Commissioner Mena: The second issue -- what I -- my impression from what I've heard and my colleagues can tell me if they agree or not. Like one of the things, one of the examples, and it's in the report that people point to, weeds, right?

Mr. McGuire: Yes.

Commissioner Mena: There's weeds, there's weeds, there's weeds. All right.

Mr. McGuire: Yes.

Commissioner Mena: From a layperson...

Mr. McGuire: Yeah.

Commissioner Mena: Not a golf course maintenance person...

Mr. McGuire: Yeah.

Commissioner Mena: Isn't that just a question of having staff go out and kind of maintain the course on a daily basis and make sure there's no weeds?

Mr. McGuire: Yeah.

Commissioner Mena: I mean, how fast does a weed really grow?

Mr. McGuire: Yeah.

Commissioner Mena: I'm not talking about from a horticultural sort of...

Mr. McGuire: Sure, sure.

Commissioner Mena: I'm talking about have somebody go out and pull the weeds.

Mr. McGuire: Yeah.

Commissioner Mena: So that the members, when they play, they feel like, you know, the -- that's not an issue because that's one of the chief complaints I've gotten.

Mr. McGuire: Yes.

Commissioner Mena: So, can you address that?

Mr. McGuire: Yeah. So, the first question here, why you're getting calls. As I mentioned, we have three of the top five best golf courses in Florida that have gone through either new construction or renovation. I'm not going to say this from a defensive standpoint, but I will tell you, of those three golf courses at this stage past opening, during the playing season, which is the non-growing season, I've had similar meetings with similar members about similar situations, so again, in context because of the age of the asset and the amount of play that's out there and the other environmental impacts that we're having, I would have expected that you would have gotten the calls based upon the issues that are being raised. With respect to weeds, not to -- surface acre. We talked about the number of horticultural acres in Coral Gables. In a surface acre, there are over a million weed seeds in that area. Weeds are ever present. Weeds are the number one agronomic challenge that we will have at the Biltmore yesterday, today, and tomorrow. They'll never be weed-free. The golf course will never be weed-free. I'm afraid to tell you that it's the reality with the limitations of products that we are able to use for herbicide control and so forth. And with the age of the turf that's out there, you're even further limited based upon the turf can't handle certain products. So, we've made extraordinary progress in diminishing the weed populations, but we're not there yet. We made a conscious decision -- because whenever you spray a product or target a weed, once that weed is gone, turf has to recover and fill that void. We made a strategic decision a little over a month ago when we got into this 10 weeks of non-growing, that we're not going to apply products to control weeds to the level that we should because A, it would be a nuisance with all the brown areas out there; and B, wouldn't get the recovery. So, Commissioner, not to say that weeds aren't as bad a problem as the people are telling you, they are there. It's going to be an ongoing battle and it's not something that we should have expected would be completely abolished at this point based upon the age of the golf course.

Commissioner Mena: So, and just to...

Mr. McGuire: Yeah.

Commissioner Mena: I don't want to belabor the point, but...

Mr. McGuire: Sure.

Commissioner Mena: If I recall correctly -- and actually, I saw it in the report.

Mr. McGuire: Yes.

Commissioner Mena: Going back to April, whenever it was that Fred first went out, it sounds like you were there...

Mr. McGuire: Yes.

Commissioner Mena: For those two...

Mr. McGuire: Yes.

Commissioner Mena: Inspections, but still in this report it was chiefly about tee boxes...

Mr. McGuire: Yes.

Commissioner Mena: And weeds. And so, when you talk about the acreage, I recognize that if you have an 18-hole golf course, it's a lot of...

Mr. McGuire: Yeah.

Commissioner Mena: Maintenance.

Mr. McGuire: Right.

Commissioner Mena: But if you narrow it down to the tee box, right, which is the -- other than the whole is the only portion of the course that...

Mr. McGuire: Yeah.

Commissioner Mena: Each player confronts on every single hole, right?

Mr. McGuire: Right.

Commissioner Mena: They have to go to the tee box.

Mr. McGuire: Oh, absolutely.

Commissioner Mena: And the complaint I get is that -- and again, these are members, experienced golfers who play other courses...

Mr. McGuire: Sure, sure.

Commissioner Mena: Who are saying that it's not at a satisfactory level.

Mr. McGuire: Right.

Commissioner Mena: So, you know, that's to me what was concerning as far as, you know...

Mr. McGuire: Right.

Commissioner Mena: Listen, we get complaints about a lot of things and...

Mr. McGuire: Right.

Commissioner Mena: And some are fair and some are unfair...

Mr. McGuire: Sure.

Commissioner Mena: And it's usually some explanation. But you know, when I'm hearing people, again, who are experienced golfers telling me that it's not up to par for what, you know, pun intended, for what they are used to seeing on a golf course, on certain issues like weeds in the tee box, et cetera...

Mr. McGuire: Yeah.

Commissioner Mena: That's when to me it became concerning.

Mr. McGuire: Right.

Commissioner Mena: And again, that was before this report. And this report, in fact, sort of -- tee box section, another prevalent issue on many of the tee boxes were the weedy conditions. So that sort of corroborated what the complaints that we received were, so that's why I mentioned that issue specifically.

Mr. McGuire: Sure, yes.

Parks & Recreation Director Couceyro: Our purpose -- my purpose and the superintendent -- our purpose was to go out and just document the conditions which is what...

Commissioner Mena: Right.

Parks & Recreation Director Couceyro: What we did. We doubled back on some of our recommendations. We saw a couple of new items that weren't necessarily maintenance concerns before. So, we added some recommendations as a means of assistance. You know, we -- you know, our big thing is maybe, you know, to look at benchmarking it versus those other courses that the Biltmore has benchmarked themselves against when setting fees, just to look at what they're doing in terms of resources versus what these other 10 courses are. And maybe the benchmarking is favorable right now and it's just the condition, but I don't know that information.

Commissioner Mena: So, look, I'll say two things and then I'll defer to my colleagues as far as -- you know, I don't really have a proposed next steps. There's two things I would say. One is I would encourage you guys -- and I don't know what you do on this level at this point, so I'm not suggesting you don't, but...

Mr. McGuire: Sure.

Commissioner Mena: Try to engage your members on these issues maybe so that they feel like they have an avenue to communicate these things to you all and they don't have to come to the City Commission.

Mr. McGuire: Right.

Commissioner Mena: Because if they're informed and they accept what you're saying, you know, at face value they may be more comfortable with the fact that they just need to be a little patient and let the process play out.

Mr. McGuire: Sure.

Commissioner Mena: They may still contact us, but I think to the extent there's not already a good sort of open line of communication, you know, it may be an opportunity to do that. That's just my...

Mr. McGuire: So noted.

Commissioner Mena: Impression.

Mr. McGuire: Yes.

Commissioner Mena: And then beyond that, I guess my question for you is what do you suggest -- and I'm obviously going to defer to our staff on this...

Mr. McGuire: Sure.

Commissioner Mena: And their professional opinion, but what do you suggest we do next? What do you suggest is an appropriate amount of time for us to give you...

Mr. McGuire: Yeah.

Commissioner Mena: To see some of these conditions improve.

Mr. McGuire: Yeah.

Commissioner Mena: You're saying, you know, the long game...

Mr. McGuire: Sure.

Commissioner Mena: Which I appreciate, but how long are we talking about?

Mr. McGuire: Well, let's not change anything, right. We've had good support with City staff, good engagement in evaluating the asset. Let's keep that ongoing amongst our team and City staff, right. From an evaluation standpoint with respect to time, you know, spring is almost upon us. Mid-February is when soil temperatures, not necessarily air temperature, but soil temperatures are conducive for the kind of grass that we have to start growing, right? Once we get into a stretch of spring, and again, stop me when you want, but once we get to our first cultural event, which is where we aerify everything and allow -- it's basically jump-starting the turf to allow for active growth, right? That's late May, early June, right? So from a suggestion standpoint, we would probably look at within 30 days after our first cultural event throughout the whole property to do a constructive evaluation and summary. Between now and then, by all means, whatever frequency City staff feels like it's warranted, we'll continue to work with you and understand what situational issues are going on on the golf course and make any short term...

Vice Mayor Lago: So, what is the timeframe to circle back and just kind of re-gauge, you know, the status of the golf course?

Mr. McGuire: Sometime in June.

Vice Mayor Lago: In June, right before 4th of July where there's a lot of heavy traffic on the golf course.

Mr. McGuire: That -- more importantly from our standpoint, it's after our first cultural event because that's when you really get grass growing.

Commissioner Fors: And...

Vice Mayor Lago: But it back on the agenda.

Commissioner Mena: Look, I'm going to ultimately -- like I said, I'm going to defer to...

Mr. McGuire: But that doesn't mean we're not doing we're not doing anything between now and then.

Commissioner Mena: No, I understand.

Mr. McGuire: Right?

Commissioner Mena: Yeah, I understand. But I'm going to defer -- at the end of the day, I'm deferring to our staff...

Mr. McGuire: Sure.

Commissioner Mena: To the City Manager. You know, I know Fred is working with his consultants and what you feel is a problem. I'm not suggesting that...

Parks & Recreation Director Couceyro: No, no, right. I haven't read -- as he said, they've given us a detailed response to our recommendations. I haven't read them yet. I'll take a look at them and see. I'll continue to -- at the direction of the Manager, I'll continue to go periodically and see where the progress is and see where the progress is on our recommendations and what they've done with them. And we'll continue that way until you hit that time, if that's the will of the Commission and the Manager. I'll continue to do that, absolutely.

Commissioner Fors: And just to put things in context, when I have these conversations with people...

Mr. McGuire: Yes.

Commissioner Fors: If now at 13 months out the course is an infant, to give me a better idea, when's the course a teenager and when's it an adult? When does it become an adult, more or less.

Mr. McGuire: An adolescent, right?

Commissioner Fors: Are we talking about three, five years, eight years, you know?

Mr. McGuire: Three to five years. You're in a great growing environment based on your geographic location, right? So, it's almost like you've got an accelerated window beyond other areas of the country. So, a reasonable timeframe is you should expect good after two years. Two years from our definition is after this upcoming growing season. You should expect to really see an asset that is polished and to the expectation of your competition and so forth, in that three, four and five year stage.

Commissioner Keon: So, another year. Is that what you're saying?

Mr. McGuire: A good growing season, yes. It's not a full calendar year. It's another -- get through this growing season. By fall of 2020...

Commissioner Keon: Right.

Mr. McGuire: We feel like we're going to...

Commissioner Keon: It should look good.

Mr. McGuire: The current issues being raised won't be...

Commissioner Mena: Commissioner Keon.

Commissioner Keon: Yeah.

Commissioner Mena: Not to put you on the spot, but I'm going to put you on the spot as the resident golfer here. What -- like what -- have you -- what have you heard and what is your sort of impression?

Commissioner Keon: Well, I have heard -- and the tee boxes are weedy, you know.

Mr. McGuire: Yeah.

Commissioner Keon: You know, and I think it's the first thing you sort of step up to.

Mr. McGuire: Right.

Commissioner Keon: And it gives you that first impression...

Mr. McGuire: Yeah.

Commissioner Keon: Of what's happening. And so, when you look down and it's weedy, you say...

Mr. McGuire: Yeah.

Commissioner Keon: What's the matter with it? You can't even clean up the tee boxes?

Mr. McGuire: Yeah.

Commissioner Keon: You know, so I think it's -- you know, the tee boxes are good and the greens are good because that's...

Mr. McGuire: Yeah.

Commissioner Keon: Where you're altogether standing...

Mr. McGuire: Right.

Commissioner Keon: You know, assessing the quality of your golf course.

Mr. McGuire: Sure.

Commissioner Keon: It goes a long way toward getting positive response from your...

Mr. McGuire: Agreed.

Commissioner Keon: Client.

Mr. McGuire: Yes.

Commissioner Keon: You know, so I would tell you those two...

Mr. McGuire: Yeah.

Commissioner Keon: Areas, you really need to pay attention to. I mean there are issues with your fairway. I think people understand, and I know you don't weed...

Mr. McGuire: Sure.

Commissioner Keon: You don't weed in the middle like now...

Mr. McGuire: Yeah.

Commissioner Keon: Because you're going to end up with big brown spots cause the grass isn't going to fill in around those weeds. So, you know, and every time you mow them you spread their seeds and they fly around anyways.

Mr. McGuire: Agree with everything stated.

Commissioner Keon: But clean up those tee boxes.

Mr. McGuire: Yes, ma'am.

Mayor Valdes-Fauli: Is there anything else? Any other questions?

Commissioner Mena: Look, I guess the last small thing I would say is as you work with staff...

Mr. McGuire: Yeah.

Commissioner Mena: You know, maybe you guys should agree on a set of benchmarks you will meet, you know, so that in a few months or six months or eight months or 12 months, you know, listen, we have to -- everybody has to be held accountable, right?

Mr. McGuire: Sure.

Commissioner Mena: So, I don't want to be back in the same position and you're telling me, well, we need more time. You know, tell me what -- you tell us what you think is reasonable for certain issues to be, you know, dealt with.

Mr. McGuire: Sure.

Commissioner Mena: And then we're going to see if you stick to that, you know, respectfully. And, you know, they will as well. But, you know...

Mr. McGuire: That's fair.

Commissioner Mena: I think if you guys can work together on sort of developing what should be the real expectations and then sticking to that, I think that'd be helpful.

Mr. McGuire: Great.

Commissioner Mena: Because again, listen, our only thing is we want, I think the same thing you want, which is for your members to be satisfied and happy with those conditions. And so, when we hear it, it's concerning to us obviously. And so, we want this to get worked out as best as possible as you do so...

Mr. McGuire: Right.

Commissioner Mena: That's -- I think that's sort of it from my end.

Vice Mayor Lago: Thank you.

Mayor Valdes-Fauli: Anything else?

Mr. Friedman: Just in closing, the (UNINTELLIGIBLE) -- just wanted me to express the fact that they're very much aware of their responsibilities. They've been partners with the City of Coral Gables for the last almost 30 years with a long future in front of them with the City of Coral Gables. And we anticipate progress being made in the right direction.

Commissioner Mena: Great. Thank you.

Mayor Valdes-Fauli: Thank you.