



## Request for Proposals

### Reynolds Park Golf Course Management Services

**PROPOSALS WILL BE RECEIVED UNTIL**

**12:00 Noon, Tuesday, July 24, 2018**

**in**

**Purchasing Department, City Hall Building**

**101 North Main Street, Suite 324 Winston-Salem, NC 27101**

### ADVERTISEMENT FOR PROPOSALS

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Sealed proposals endorsed **Reynolds Park Golf Course Management Services** for the City of Winston-Salem will be received by the City/County Purchasing Department in Suite 324, City Hall Building, 101 North Main Street, Winston-Salem, NC, **until 12:00 Noon, Tuesday, July 24, 2018**. Instructions for submitting proposals and/or receiving the complete RFP document specifications may be obtained during regular office hours at the same location, or by contacting Jerry Bates via email [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org) (Email is preferred) or phone 336-747-6939. The City reserves the right to reject any or all proposals.

#### Notice of

#### PRE-PROPOSAL CONFERENCE

WILL BE HELD

**10:00 AM, Tuesday, July 10, 2018**

**at**

**Reynolds Park Golf Course, 2391 Reynolds Park Road  
Winston-Salem, NC 27101**

Jerry Bates  
Purchasing Director

**This document IS NOT the complete proposal.** To obtain the completed proposal specifications contact Jerry Bates via email [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org), by phone 336-747-6939, or visit the Purchasing Department, City Hall Building, Suite 324, 101 North Main Street, Winston-Salem, NC during regular office hours.

## INSTRUCTIONS TO PROPOSERS

### INTRODUCTION:

This entire set of documents constitutes the RFP. The proposer must return the RFP with all information necessary to analyze properly the proposer's response as stated within the RFP document. **All proposals shall be returned in a sealed container/envelope marked "Reynolds Park Golf Course Management Services"** and submitted to the City/County Purchasing Department in Suite 324, City Hall Building, 101 North Main Street, Winston-Salem, NC, no later than **12:00 Noon, Tuesday, July 24, 2018. Late proposals will not be considered.**

### Proposer Questions and Inquiries

Proposer Questions and Inquiries relative to this RFP must be submitted **in writing only** by **12:00 Noon, Tuesday, July 17, 2018**, to Jerry Bates, City/County Purchasing Director, 101 North Main Street, Winston-Salem, NC 27101 or e-mail: [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org) (**Email is preferred**), Fax: (336) 727-2443. The City will provide written responses to all inquiries received by this date, and responses will be made available to all recipients of this RFP. Any oral responses made by any representative of the City may not be relied upon. Any supplements or amendments to this RFP will be in writing and furnished to potential bidders.

### **Purpose of Request for Proposal (RFP)**

The City of Winston-Salem Recreation and Parks Department (City) is seeking a qualified golf course operator to provide full organization, administration, management and supervision of the Reynolds Park Golf Course (Reynolds), including but not limited to: opening/closing the golf course at the appropriate times, collection of green and cart fees, taking of reservations and scheduling of tee times, starting golfers from the tee at proper intervals, monitoring play on the course, rental of carts and equipment, food and beverage operations, sale of merchandise, equipment and apparel, instructional services, administration and supervision of tournaments, leagues, outings and special events.

The selected operator must supervise all activities on behalf of the City. Services provided by the qualified operator must compare favorably to the services, standards and practices of other public golf course located in the City of Winston-Salem and the Southeast United States with comparable green fees, maintenance standards, and quality of facilities. The selected operator must provide all necessary personnel, equipment, and materials. The selected operator is expected to provide funding for capital improvements to the golf course for maintenance and operational equipment, turf maintenance programs, and course improvements/renovations.

The City desires an agreement for a minimum of five (5) years that will provide for the total daily operations, maintenance, repairs and upkeep and short/long term capital improvements of the golf courses

### GENERAL INFORMATION

#### A. PURPOSE

The purpose of this Request for Proposal (RFP) is to determine the level of private investment interest in negotiating a Management, Lease, Operating and/or Concession Agreement for the full service operation of the existing Reynolds Park Golf Course, which includes the provision of all personnel, equipment and materials, required for the full service operations of one golf course.

#### B. BACKGROUND

The Reynolds Park Public Golf Course is a 6,534-yard par 71 course, which is located at 2391 Reynolds Park Road. The facility has a clubhouse building with a pro shop, concession area, and cart barn. The facility also includes a driving range, irrigation system, one paved and one unpaved parking lot. The maintenance facility for the golf course is located across Reynolds Park Road and is part of the Recreation and Parks Department's

maintenance building, located at 2480 Reynolds Park Road. The term of the existing management agreement ends on October 31, 2018 and the selected proposer will assume operations on November 1, 2018.

C. TERMS OF AGREEMENT

Due to the anticipated investment of private funds in the facilities during the term of the contract, the City anticipates a minimum of a five (5) year agreement with the option to extend for an additional five (5) twelve (12) month periods, providing both parties are in agreement. The proposer may submit (and the City may consider) any additional period of time needed to amortize the investment and receive a fair and equitable investment return.

D. PAYMENT

The proposer's monthly payment of rental may be (i) a prescribed monthly fixed rent; or (ii) a percentage of monthly gross receipts; or (iii) a prescribed monthly minimum rent, or a percentage of gross receipts, whichever is greater.

E. PROVISION OF SERVICES

Under the terms and conditions of the Management Agreement, the selected proposer shall be responsible for full service daily fee golf course operations including: supervised public play, operation of food and beverage concessions, operation of the driving range, merchandise sales, all grounds maintenance, capital improvements, payment of all utilities, maintenance, daily fees, tournaments, and outings. The selected proposer will be required to provide all staff, materials and equipment required to operate a public golf course operation. Interested and qualified firms or individuals who have demonstrated successful operations of comparable facilities are invited to submit proposals.

F. OPERATION

The successful proposer must operate and provide services in a manner that adequately serves the total able/disabled public wishing to utilize the service. Discriminatory methods of operation will not be tolerated. The proposer will be required to provide a level of service including routine maintenance/cleaning equal to the standards set by the City at all other City recreation facilities, areas and parks. The successful proposer must provide service at the facility on a year-round basis. The City shall not be liable for any cost incurred by the selected proposer to commence and maintain operations of the services. The City will not be liable for any losses incurred by the selected proposer during the term of any executed agreement. The City makes no promise of total sales amounts nor does the City guarantee the selected proposer a set number of potential patrons.

The selected proposer may not sublease or transfer the management agreement, once entered into, to any other party without prior written approval of the City. The City shall have the option to terminate the agreement based on a request to transfer or sublease, or in the event that the selected operator transfers or subleases the agreement, without first obtaining the prior written approval of the City.

G. CITY REQUEST FOR PROPOSAL (RFP)

The City may, at its sole discretion, reject any or all proposals submitted in response to this RFP. The City shall not be liable for any cost incurred in connection with preparation and submission of any proposal. In the event the City accepts a proposal, a contract may be awarded to the proposer who has submitted the proposal deemed to be in the best interest of the City. Selection of the best proposal will be made on the basis of the criteria set forth in this RFP. The City reserves the right to negotiate the final terms of the contract with the highest rated responsive proposer. Proposers are cautioned that any response to this RFP shall not be considered a "bid", but, rather, an offer, which the City may subsequently accept, reject, or negotiate.

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H. PRE-PROPOSER'S CONFERENCE

A proposers' conference will be held for the purpose of answering questions about the RFP process. Due to the nature of the facility and its operating requirements, **it is strongly recommended that all proposers attend.**

**Location: Reynolds Park Golf Course  
2391 Reynolds Park Road  
Winston-Salem, NC 27101**

**Day/Date/Time; 10:00 AM, Tuesday, July 10, 2018**

Only those questions concerning the RFP, the selection process and questions regarding the properties will be considered in the presence of all attending. Only comments regarding clarification of the RFP or as to the condition of the property will be accepted before and after the proposer's conference/site visit.

I. CONFIDENTIALITY

Confidential information, generally. If the proposer must include in its proposal material of a confidential nature, i.e., not intended for disclosure to third persons, the proposer should so, conspicuously, indicate. The City will then exercise its best efforts to protect this information, but only to the extent that the law permits. N.C.G.S. provides that information that constitutes a "trade secret" as defined in N.C.G.S. 66-152(3), received by a governmental body from a "private party" does not have to be disclosed as a public record if the information is designated and marked as "confidential" or a "trade secret" at the time of its initial disclosure to the public body. The City assumes no responsibility for any loss or damage, which may result from any breach of confidentiality.

Social security numbers. The City collects social security numbers where it is authorized by law so to do, and/or where the collection of social security numbers is otherwise required for the performance of the City's duties and responsibilities, as prescribed by law. In no event, will such social security numbers be released externally, by City staff, unless explicitly required by federal law or court order.

J. REPRESENTATIONS

1. The City will not be bound by any representations that are not set forth in the RFP.
2. The proposer is responsible for making all necessary investigations/examinations of documents, operations and premises affecting performance. Failure to do so will not act to relieve any condition of the Request for Proposal or supporting documents. It is mutually agreed that the submission of a proposal shall be considered conclusive evidence that the proposer has made such investigations/examinations.
3. Any reasonable inquiry to determine the responsibility of a proposer may be entertained. The submission of a proposal shall constitute permission by the proposer for the City to verify all information contained therein. If the City deems it necessary, additional information may be requested from the proposer. Failure to comply with any such request may disqualify a proposer from further consideration.
4. The proposer may withdraw the proposal at any time prior to the day/date/time which is set forth herein as the deadline for acceptance of proposals, upon written request for same to the Director.

PROPOSAL INSTRUCTIONS

A. Proposals deemed responsive to this RFP:

A proposer's response to this RFP must be made according to the specifications set forth in this section, both for content and sequence.

Any proposal failing to comply with said specifications and therefore deemed to be non-responsive shall be subject to rejection by the City. The Director, at his option, may determine that a proposer can be allowed to remedy the status of being non-responsive if sufficient evidence can be presented citing extenuating circumstances or minor clerical errors or mistakes.

1. **MINIMUM QUALIFICATIONS:** In order to be deemed minimally qualified for consideration in the award of the lease for the subject facility, a proposer should have the following qualifications (or reasonable equivalent):

- a. Minimum of five (5) years of experience within the last ten (10) years in the management and operation of a public or private eighteen-hole golf facility, which includes provision of public play, operations, and maintenance, repairs and capital improvements.
- b. Possess the necessary line of credit or equity to equip and operate a golf facility.
- c. In the event a corporation is proposing to provide the service, said corporation must verify that the person responsible as manager of the operation shall meet the above listed qualifications in item a.

2. In order to be deemed fully responsive to this RFP, a proposer must complete and submit the following:

- a. **Proposal Forms/Narrative Outline**
- b. **Statement of Personal History**
- c. **Proposer's Equal Employment Opportunity (EEO), Americans with Disabilities (ADA), and Occupational Safety and Health Act (OSHA) Compliance Certificate**
- d. **Authorization to Release Information**
- e. **Affidavit to Accompany Proposals**

3. Additionally, proposers must present evidence, satisfactory to the City, indicative of their ability to finance, operate and maintain the specified facility. To this end, each proposer must attach the following information (Items (a) through (g)) to the Proposal.

a. **General Business Statement:** A statement of all the important business activities of the proposer's major business life. This statement should emphasize the proposer's experience in the maintenance, operations and/or management of golf facilities similar to the Reynolds Park Golf Course. In the event that the proposer has provided such service on a contractual basis to a public agency or to a private entity, the proposer shall submit the name, address and phone number of such clientele, and a brief description of the services provided and other pertinent data. Further, the proposer must identify any such contracts that, within the last five (5) years, have been canceled or not renewed and the reason for such cancellations or non-renewals.

b. **Personal/Professional References:** A minimum of five (5) personal or professional references giving current names, addresses and telephone numbers in each instance is required. Personal references may not include family members, by blood or marriage.

c. **Credit References:** A minimum a five (5) credit references giving current names, addresses and telephone numbers in each instance is required. It is also required that at least two (2) of the five (5) references be a bank or savings and loan institution. The type of relationship shall also be indicated (i.e., checking, savings, real estate loans, construction loans, small business loans, etc.). The City shall, in its discretion, conduct credit checks of proposers, which may necessitate the collection of social security numbers.

d. **Proposed Price List:** A list of any and all prices, fees and charges for all contemplated goods, services and/or merchandise to be sold, leased or provided shall be submitted.

e. **Service Program:** A detailed, narrative description of all services, programs and activities contemplated shall be drafted and submitted. The service program shall include a tentative annual calendar of events for the facility within a proposed operating schedule. Expanded/additional program and services offerings should be included.

f. **Audited Financial Statement:** A full and detailed presentation of the true condition, as of December 31, 2017, or more recently, if available, of the proposer's assets, liabilities and net worth. If the proposer is a partnership or joint venture, individual financial statements must be submitted for each general partner or "joint venturer" thereof.

4. **Americans With Disabilities Act (ADA) and Related Indemnification:** City of Winston-Salem services are required to comply with the Americans With Disabilities Act, which prohibits discrimination on the basis of disability. The City and its contracted facility operators will make reasonable accommodations in all programs, to enable participation by an individual who meets eligibility requirements. Programs and services will be available in the most integrated setting, for each individual. Furthermore, the selected proposer agrees to defend, indemnify, and hold harmless the City, from and against all claims, suits, damages, costs, losses, and expenses, in any manner arising out of, or in connection with, the failure of the proposer, its agents, successors, assigns, officers, or employees, to comply with provisions of the ADA, or the rules and regulations promulgated thereunder.

5. **OSHA Compliance and Related Indemnification:** The selected proposer shall comply with the state of North Carolina Occupational Safety and Health Act, and the Occupational Safety and Health Act of 1970, Public Law 91-956, as they may apply to the selected proposer's operation of the Reynolds Park Golf Course, and shall defend, indemnify, and hold the City harmless from, and against, all claims, suits, damages, costs, losses, and expenses, including reasonable attorneys' fees, in any manner arising out of, or connected with, the failure of the proposer, its agents, successors, assigns, officers, or employees, to comply with the provisions of OSHA, or the rules and regulations promulgated thereunder.

6. **Equal Employment Opportunity (EEO) and Related Indemnification:** The selected proposer shall comply with all anti-discrimination laws of the United States of America and the State of North Carolina, as they may apply to the selected proposer's operation of the Reynolds Park Golf Course, and shall defend, indemnify, and hold the City harmless, from and against, all claims, suits, damages, costs, losses, and expenses, in any manner arising out of, or in connection with, the failure of the proposer, its agents, successors, assigns, officers, or employees, to comply with any anti-discrimination law of the United States of America and the State of North Carolina.

7. **General Indemnification:** In addition to the specific indemnifications for violations of the ADA, OSHA, and U.S. and North Carolina anti-discrimination laws, mentioned in clauses 4, 5, and 6, above, the selected proposer agrees, to the extent permitted by law, to indemnify, defend, and hold harmless, City, its agents, and employees, from, and against, any and all liabilities, penalties, fines, forfeitures, demands, claims, causes of action, suits, costs, and expenses incidental thereto, including reasonable attorneys' fees, of any kind or nature, directly or indirectly caused by, arising out of, or related to the proposer's operation of the Reynolds Park Golf Course, including, but not limited to, any intentional or negligent acts or omissions of the proposer, its agents, employees, or subcontractors, in the performance of the management or lease agreement, and any failure to pay federal or state income taxes.

B. **PREPARATION OF THE PROPOSAL**

1. All proposals must be **typed** for submission on 8-1/2" x 11" white paper and must be bound in a secure manner.

2. Material/data not specifically requested for consideration, but which the proposer wishes to submit, must not appear with the proposal, but may appear only in an "additional data" section. This has specific reference to the following types of data:

- standard brochures/photographs
- promotional material with minimal technical content
- generalized narrative of supplementary information
- supplementary graphic materials

3. If proposal is made by a partnership, it shall be signed with the partnership name and by an authorized general partner, and the full names and current mailing addresses of each general and limited partner shall be supplied.

If the proposal is made by a joint venture, it shall be signed with the full name and current mailing address of each participant of the "joint venture."

If the proposal is made by a limited liability company (LLC), it shall be signed by a member, for a member-managed LLC, and by a manager, for a manager-managed LLC.

If the proposal is made by a corporation, it shall be signed by the president and secretary in the corporate name with the corporate seal affixed. In all cases, each signature must have the proper acknowledgment of execution attached to the proposal form.

4. When proposals are signed by an agent other than an officer of a corporation, a member of a member-managed LLC, a manager of a manager-managed LLC, or an authorized general partner of a general partnership, a power of attorney authorizing the signature must be submitted with the proposal.

5. If the proposal is submitted by a partnership or joint venture, the statement of personal history attached to the proposal form must be completed by each general partner or "joint venturer." If the proposal is submitted by an LLC, the statement must be completed by the members of a member-managed LLC, and by the managers of a manager-managed LLC. If the proposal is submitted by a corporation, the statement must be completed by the principal officers of said corporation.

6. The City may request additional information from any person, partnership, joint venture, company, corporation, or other entity submitting a proposal, but, in no event, will social security numbers so collected, be released, externally, by City staff, unless explicitly required by federal law or court order.

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## **SELECTION PROCESS AND EVALUATION CRITERIA**

### **A. SELECTION PROCESS**

The City reserves the right to act as sole judge of the content of the proposals submitted for the City's evaluation/selection.

### **B. EVALUATION CRITERIA**

Below is a description of the evaluation criteria that will be used to evaluate the proposals. To be deemed responsive, it is important for the firm's proposal to contain appropriate detail to demonstrate satisfaction of each criterion and compliance with the performance provisions outlined in this RFP. The proposal will be the primary source of information used in the evaluation process. Proposal must contain information specifically related to the proposed services requested in this RFP. Failure of any firm to submit information requested may result in the elimination of the proposal from further evaluation.

- **M/WBE Commitment**  
Proposer's efforts to comply with all the terms and conditions of the City of Winston-Salem's Minority and Women Business Enterprise (M/WBE) Program through award of subcontracts to minority and women-owned business enterprises and utilization of minority and women owned business enterprise suppliers to the fullest extent consistent with the efficient performance of this contract. **Please refer to pages 23 through 36**
- **Local Business (Distance from City)**  
Proposer's business location/distance from the City of Winston-Salem.
- **Revenue Sharing**

An analysis of the proposer's evaluation of the projected ability of the golf facility to provide sufficient revenue to recapture the proposer's investment, cover operating expenses, fund capital improvement and any other debt, yield adequate return and profit and manage the facility. Proposers must submit a pro forma for the operation of the golf course. The pro forma must include the number of projected rounds for the five-year period of 2019-2023.

Reasonableness/competitiveness of proposed fee and/or benefits to the City of Winston-Salem, although the Evaluation Panel is not bound to select the respondent who proposes the highest revenue share or most benefits for services. The Evaluation Panel reserves the right to negotiate fees and/or benefits to the City with the selected respondent(s).

- **Experience and Capability**

Proposer's demonstrated financial status and ability to provide the proposed service operations for the Reynolds Park Golf Course.

Proposer's demonstrated operational capabilities stressing the ability to provide/manage a full-service golf facility and provide maintenance operations.

Proposer's demonstrated experience and compliance with minimum qualifications for similar golf facility operations, service and maintenance.

- **Service Concept and Approach**

Demonstration of the proposer's understanding of the City of Winston-Salem Recreation and Parks Department's facilities and operations as impacted by the following: the site's physical characteristics; the site's future growth potential if any, the surrounding business community and residential population, local climatic conditions; current social issues affecting services, and the local City and political environment. This concept and approach is inclusive, but not limited to:

- a. The level of service to be provided at the Reynolds Park Golf Course including but not limited to, maintenance, public daily fee golf, complaint resolution, golf instruction, food and beverage service, tournaments and special events, dress code, and the methods of reporting same to the City.
- b. Demonstrated ability to provide startup-funding, equipment, supplies, materials and staff to assume golf facility operations.
- c. Proposer's understanding and level of commitment to the City of Winston-Salem's Customer Service Philosophy and Policies.
- d. The nature and extent of facility maintenance, repairs, turf quality, upkeep and improvements.
- e. Responses from references.
- f. Other Services: Any/all other services that the proposer deems relevant to operation of the Reynolds Park Golf Course.

- **Quality of Proposal**

Meets RFP requirements, readability and flow of proposal, with a full and detailed presentation of the proposer's plan to market the Reynolds Park Golf Course locally, regionally or nationally to increase the opportunity to play golf and include the intended clientele. The proposer's full and detailed listing and cost estimate of all planned improvements to the golf facility including anticipated project completion date(s).

**C. EVALUATION PROCESS**

Proposals will be evaluated for quality, completeness, and price value to the City of Winston-Salem by an Evaluation Panel. Selection shall be made from all offers deemed to be fully qualified and best suited among those submitting proposals based on the evaluation of factors included in the RFP, including price. Price shall be considered, but need not be the sole determining factor. The Evaluation Panel may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reason why a particular proposal was not deemed the most advantageous.

The City reserves the right, as part of the selection process, to request on-site (or virtual) demonstrations and/or presentations. In the event that such demonstrations or presentations take place, proposers will be selected for this process based on scores derived from the scoring matrix, which includes M/WBE participation, local availability, and all other applicable criteria. The scoring of the demonstration or presentation must be based upon the criteria from one or more of the original evaluation factors. After the demonstrations or presentations, each proposer will then be re-graded on the same criteria. The number of proposers chosen to take place in the demonstration/presentation process is subject to administrative discretion.

The following weighted scale will be utilized by the Evaluation Panel to evaluate and score each proposal:

<b>Criteria</b>	<b>Weight</b>
MWBE Commitment	20.00
Local Business (Distance from City of Winston-Salem)	20.00
Revenue Sharing	23.00
Experience and Capability	17.00
Service Concept and Approach	15.00
Quality of Proposal	5.00

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