

Request for Proposals

for the

**Management of
Hilltop Golf Course**

Plymouth Township, Michigan

Request for Proposals: Management of Hilltop Golf Course

Section 1—Introduction and Instructions

1.1 Purpose of the RFP

This Request for Proposal (RFP) is issued by the Charter Township of Plymouth, MI (hereinafter referred to as the “Township”). The purpose of this RFP is to secure a contract with a qualified golf operator (Proposer) to operate, maintain, and market the Township’s 18- hole Golf Course, known as “Hilltop” and corresponding clubhouse. Services would include, but are not limited to providing:

1. Provide high-quality, state-of-the-art golf course operations with emphasis on excellent course playability and an exceptional level of customer service.
2. Maintain golf course and all related facilities to preserve and enhance the Township’s investment.
3. Operate and manage the pro shop, facility, and golf cart operation.
4. Provide food, refreshment, and event catering service in the clubhouse and on the course.
5. Promote and market the course to improve the Township’s market share.
6. Initiate new programs and services to increase usage of the golf system.

The successful Proposer shall be an independent contractor and shall furnish all management, supervision, labor, and all other services, as required by the Township, consistent with generally accepted operations of a public golf course facility. It is the desired goal of the Township to have an executed agreement with the successful Proposer by December 31, 2018.

1.1 Contact Person, Telephone, Fax Number, and Email

All questions regarding this RFP must be submitted to Township Supervisor Kurt Heise at kheise@plymouthtp.org or 734-354-3201.

The Proposer, legal counsel, or anyone affiliated with the Proposer are prohibited from communicating or lobbying in any other manner about this project with any other Township employee, elected official, or evaluation team member from the date of issuance of this RFP until the final selection. Other means of communications or contact may disqualify the Proposer.

Submittals must be signed by a duly authorized official of the Proposer. Consortiums or joint ventures submitting proposals must establish that all contractual responsibility rests solely with one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team.

1.2 RFP Schedule of Events

This schedule of events represents the Township's best estimate of the schedule that will be followed for this RFP. If a component of this schedule such as the deadline for receipt of proposals is delayed, the rest of the schedule will be shifted appropriately:

The approximate RFP schedule is as follows:

- RFP Issued: August 10, 2018
- Proposals Due: September 21, 2018
- Proposal Reviews/Interviews: October/November 2018
- Execute Contract: December 31, 2018

1.3 Return Mailing Address and Deadline for Receipt of Proposals

Proposers must submit one (1) original hard copy (marked "Original"), one (1) Digital copy on a USB drive, and nine (9) hard copies of the proposal in a sealed envelope or package to the Township no later than **4 p.m., Eastern Time, September 21, 2018.**

No proposals will be accepted after that time. Responses received after the stated time will be returned unopened and will not be considered. Proposals may not be delivered orally, by facsimile transmission, by telecommunication, or other electronic means.

Envelopes or packages containing proposals must be clearly addressed as described below to ensure proper delivery and to avoid being opened by the Township before the deadline for receipt. Envelopes or packages must be addressed as follows:

**Hilltop Golf Course RFP
Plymouth Township, Michigan
Attention: Clerk Jerry Vorva
9955 N. Haggerty Road
Plymouth, MI 48170**

Proposers assume the risk of the method of dispatch chosen. The Township assumes no responsibility for delays caused by any delivery service. Postmarking by the due date will not substitute for actual proposal receipt by the Township. A Proposer's failure to submit its proposal prior to the deadline will cause the proposal to be rejected. Late proposals or amendments will not be opened or accepted for evaluation.

Excluding proprietary information, the successful firm's proposal and contract are deemed public records and shall be available to the public upon request. In addition, the Township shall maintain a "Register of Proposals for this Contract" that shall contain the names of companies who submitted a proposal and the name of the company who was awarded the contract; however, the proposals of the submitting firms not awarded the contract are nonpublic records and will remain confidential.

1.3 Tour of Course

Proposers are invited to tour the course. Self-guided tours will be made available upon request. Please note on your letter of interest if your firm would like a tour. Please call or email Township Supervisor Kurt Heise at 734-354-3201 or kheise@plymouthtp.org and indicate the number of people attending for your company. If you would like to meet with the Supervisor directly, or members of the Township's Golf Course Committee, please contact the Supervisor at the above address.

Section 2—Scope of Services

2.1 Scope

The Township is seeking individual operators, joint ventures, or firms who are interested in operating and maintaining the Township's "Hilltop" Golf Course, along with the corresponding clubhouse.

The Township, at its sole discretion, will select the proposal deemed in the Township's best interest.

Proposals from responsible firms or teams must include a business plan for managing golf operations and related services (including but not limited to golf course, pro shop, concessions, and special events), handling all maintenance needs (including detailed maintenance standards and specifications), excelling at customer service, effectively marketing the golf facility, and hiring and supervising all staff.

Proposers to this RFP must demonstrate substantial experience in the operation and maintenance of golf course, and sufficient financial capability to operate and maintain the facility. The management agreement will be administered by Township.

The Township expects that the course will feature reasonable playing conditions and continue to be operated as an accessible, affordable, and user-friendly golf facility for players of all ages and skill levels.

2.2 Operating Experience/Minimum Qualifications

The Proposer must be an established firm in the business of providing golf course operations. Upon request, during the proposal evaluation phase, the Proposer shall furnish to the Township such additional information necessary to satisfy the Township that the Proposer has the necessary experience, expertise, competent and qualified personnel, and adequate equipment to perform all requirements of the work in the event of an award. Failure to provide the requested information in sufficient form necessary to satisfy the Township that the Proposer has the ability to perform the work will result in its proposal being rejected.

Section 3—Proposal Format and Content

3.1 Submittal Requirements

The submittal must contain the following information:

In order to provide each firm with an equal opportunity for consideration, adherence to a standardized proposal format (for each proposal option) is required. The format of your proposal must contain the following elements organized into separate chapters and sections. Failure to adhere to this format may result in the disqualification of your proposal(s).

- Title Page and Table of Contents
- Transmittal Letter
- Operations and Business Plans
 - Golf course management
 - Grounds maintenance
 - Golf course marketing
- Operating Experience/Project Team(s) Qualifications/Financial Capability
- Financial Reporting and Accountability
- Detailed Financial Proposal
- Annual Operating Budget—Expense/Revenue
- Comparable Municipal References

Consortiums, joint ventures, or teams submitting proposals must establish contractual responsibility that rests solely with one company or one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team. The Proposer's offer must be good for 180 days.

These elements parallel the basis of the Township's proposal evaluation criteria. The Township is not responsible for failure to locate, consider, and evaluate qualification factors presented outside of this format. The following paragraphs provide guidelines to each firm for information to include in the proposal.

A. Title Page and Table of Contents

The proposal should begin with a title page bearing the name and address of the Proposer and the name and number of this RFP. This should be followed by a table of contents for the proposal. Information, which is claimed to be confidential, is to be identified after the Title Page and before the Table of Contents.

B. Transmittal letter

The purpose of this letter is to transmit the proposal and acknowledge the receipt of any addenda. The letter should include the address of the office that would provide the services requested, telephone number, fax, email address, and website, if

applicable. The letter should be signed by an individual who is authorized to commit the Proposer to the services and requirements as stated in this RFP.

C. Operations/Business Plan

Proposers must provide the outline of a detailed operations/business plan for the future operation of the Township's municipal golf course, to include, at a minimum, the operations and maintenance elements described in Attachment 'F' of this RFP.

Annual Operating Budget—Expense/Revenue

Management contract Proposers must include proposed expense/revenue projections for the first two years of operations under the contract.

Staffing Plan

Proposers should include an estimated number of full-time and seasonal employees, respectively, and the positions these employees will fill.

- An organizational chart showing all full-time and part-time positions planned, denoting the salary ranges or wage scales and the employee benefits for each position.
- A detailed resume of the experience, education, and certifications of all supervisory staff.
- Examples of staffing services that have been provided at comparable courses.

Other Required Elements of Operations/Business Plan Submission.

- Description of marketing/promotion plan (including yield management).
- Description of customer service plan (tee reservations, pace of play, surveys, etc.).
- Description of player development programs (juniors, female players, senior citizens).
- Description of food and beverage operations (hours of operation and policies/procedures for sale of alcoholic beverages).
- Pro shop operations (hours of operation, merchandising, and services plan).
- Maintenance and clubhouse equipment plan (Lease or purchase proposal for lease option Proposers).

D. Operating Experience

The Proposer must be an established concern in the business of providing golf course operations. Upon request, during the proposal evaluation phase, the Proposer shall furnish to the Township such additional information necessary to

satisfy the Township that the Proposer has the necessary experience, expertise, competent and qualified personnel, and adequate equipment to perform all requirements of the work in the event of an award. Failure to provide the requested information in sufficient form necessary to satisfy the Township that the Proposer has the ability to perform the work will result in its proposal being rejected.

The Township may make such investigation as deemed necessary to determine the responsibility of the Proposer and the ability of the Proposer to perform the work. Proposers shall furnish the Township with all such information and data for this purpose as the Township may request. The Township reserves the right to reject a proposal if investigation of a Proposer fails to satisfy the Township that the Proposer is properly qualified to carry out the obligations of the contract.

Proposers should submit a resume or detailed description of the Proposer's professional qualifications, demonstrating extensive experience in the management, maintenance, and operation of golf and food and beverage facility. Include the names and addresses of all corporate officers of the entity submitting the proposal.

E. References

Proposers should attach a list of professional references associated with municipalities with which the Proposer is currently managing or leasing. Reference must be able to describe such matters as the Proposer's financial and operational capability. Include the name of the reference Township and course, a description of the nature of the listed reference's experience with the Proposer and the name, title, address, telephone number, and email address of a contact person at the reference entity.

Proposers shall attach a list of all golf facility that they have managed/leased in the last ten years, including current contracts. Include: the name, type (municipal, daily fee, private), and location of the facility; a description of the nature of the business relationship with the facility; length, current status of the contract, and reason(s) for termination (if applicable).

Additionally, Proposer must have and demonstrate in its proposal:

- Minimum of three years' experience in the following golf-related fields:
 - Marketing and promotion of municipal golf course.
 - Customer service including Internet-based and mobile application tee-time reservations and pace-of-play improvement strategies.
 - Pro shop operations.
 - Golf instruction programs.
 - Player/customer development programs.
 - Merchandise sales.
 - Golf cart operations.

- Environmentally friendly golf course maintenance practices.
 - Food and beverage operations.
 - Financial reporting.
- A professional manager with the experience and education to operate, manage, and supervise the Pro Shop, Pro Shop employees, and to plan and implement tournaments, outings, merchandise selection and sales, and the golf instruction programs. The Township requests the successful Proposer offer the opportunity for an employment interview to current municipal golf employees and that any current employees deemed appropriate by the successful Proposer be retained.
 - A competent record of employment or history of contract service in the operation of similar golf facility as verified and supported by references, letters, and other necessary evidence from all employers public or private.

Subcontractors

The successful Proposer shall clearly state if it is proposing to subcontract any of the work herein. List any subcontracting disciplines needed to provide any and all requirements of this RFP and identify all subcontractors and describe what portions of the requirements they would perform along with their experience, qualifications, and capabilities to provide the specified services. The successful Proposer assumes full liability for the performance of all subcontractors.

The Township reserves the right to require the successful Proposer and any third-party (sub) contractors to also indemnify and hold harmless other federal, state and local governmental entities, and where required at no additional cost. All subcontractors assigned to this project shall adhere to and deliver required Certificates of Insurance.

F. Financial Capability

The Proposer should have a demonstrated record of financial responsibility commensurate with the obligations contemplated under this RFP. Proposers should include:

- Previous two years of certified or audited financial statement or statements prepared in accordance with standard accounting procedures.

G. Financial Reporting and Accountability

Proposers shall demonstrate how they propose to ensure full deposit and accountability for all revenue, and provide sample reports.

Section 4—Review of Proposals and Evaluation Criteria

4.01 Selection Criteria

Proposers are advised that the Township intends to select the Proposer that the Township determines is the most responsive and responsible and will provide the Township with the highest quality management, efficient services, and highest revenue or lowest appropriation.

Section 5—Standard Proposal Information

5.1 Authorized Signature

An individual authorized to bind the Proposer to the provisions of the RFP must sign all proposals.

5.2 Township Not Responsible for Preparation Costs

The Township will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

5.3 Conflict of Interest

Proposers must disclose any instances where the Proposer or any individuals working on the contract has a possible conflict of interest and, if so, the nature of that conflict (e.g., employed by the Township). The Township reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the Proposer's proposal. The Township's determination regarding any questions of conflict of interest is final.

5.4 Request for Proposal as Part of Contract

Part or all of this RFP and the successful proposal may be incorporated into the contract.

5.5 Proposer's Certification

By signature on the proposal, the Proposer certifies that it complies with:

- The laws of the State of Michigan.
- All applicable local, state, and federal laws, codes, and regulations.
- All terms, conditions, and requirements set forth in this RFP.
- A condition that the proposal submitted was independently arrived at without collusion.

- A condition that the offer will remain open and valid for the period indicated in this solicitation and any condition that the Proposer and/or any individuals working on the contract do not have a possible conflict of interest (e.g., employed by the Township).

If any Proposer fails to comply with the provisions stated in this paragraph, the Township reserves the right to reject the proposal, terminate the contract, or consider the proposer in default.

5.6 Special Conditions

Special conditions include the following:

Proposers are expected to raise questions, exceptions, or additions they have concerning the RFP document. If a Proposer discovers significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, they should immediately notify the above-named individual of such error and request modification or clarification of the RFP document. Failure to complete or provide the information requested in this RFP may result in disqualification by reason of “non-responsiveness.”

All information submitted in response to this RFP shall become the property of the Township.

This RFP does not commit the Township to procure or award a contract for the scope of work described herein. The Township has sole discretion and reserves the right to reject any and all proposals received with respect to this RFP and to cancel the RFP at any time prior to entering into a formal agreement. The Township also reserves the right to reasonably request additional information or clarification of information provided in the proposal without changing the terms of the RFP.

Proposers acknowledge and agree that the Township will not be liable for any costs, expenses, losses, damages (including damages for loss of anticipated profit), or liabilities incurred as a result of, or arising out of, submitting a proposal, negotiating changes to such proposal, or due to the Township’s acceptance or non-acceptance of the proposal. The Township shall determine at its sole discretion and provide the release of all public information concerning this RFP process, including selection announcements and contract awards. Those desiring to release information associated with this RFP to the public must receive prior written approval from an authorized representative of the Township.

All Proposers are encouraged to independently verify the accuracy of any information provided. The use of any of this information in the preparation of a response to the RFP is at the sole risk of the Proposer.

The Proposer shall not collude in any manner or engage in any practices with any other Proposer(s), which may restrict or eliminate competition or otherwise restrain trade. Violation of this instruction will cause the Township to reject the Proposer’s submittal. This prohibition is not intended to preclude joint ventures or subcontracts.

The Township reserves the right to:

1. Amend, modify, or withdraw this RFP.
2. Revise any requirements under this RFP.
3. Require supplemental statements of information from any responding party.
4. Extend the deadline for submission of responses hereto.
5. Negotiate or hold discussions with any Proposer to correct insufficient responses that do not completely conform to the instructions contained herein.
6. Waive any technicalities or irregularities with this RFP.
7. Cancel, in whole or in part, this RFP if the Township deems it is in its best interest to do so.
8. Request additional information or clarification of information provided in the response without changing the terms of the RFP.
9. Waive any portion of the selection process in order to accelerate the selection and negotiation with the top-ranked Proposer
10. Not award a contract as a part of, or result of, this RFP process.

The Township may exercise the foregoing rights at any time without notice and without liability to any Proposer, or any other party, for expenses incurred in the preparation of responses hereto or otherwise.

5.7 Special Provisions

1. Compliance with Contract. The Township will decide all questions, which may arise as to the quality, or acceptability of work performed, the manner of performance and the rate of progress of the work, the interpretation of the requirements, request for proposal, successful Proposer's proposal and contract, as well as, acceptable fulfillment of the contract on the part of the successful Proposer.
2. Building and Grounds Audit. The successful Proposer may be required to undergo an annual independent maintenance audit, inclusive of all structures and grounds. Recommendations to the successful Proposer may be made from these audits for implementation in the following season. Responsiveness to these audits will be considered in the contract extension negotiations.
3. On-site Employees. The General Manager and/or Superintendent shall be full-time employee dedicated to this facility. The management company with its proposal shall provide a staffing matrix identifying the key personnel and the timeline for the hiring of such employees. The Township has the right of reasonable rejection and approval the Manager or Superintendent by the successful Proposer.

4. Public Information Requests. Information, documentation, and other materials submitted under this proposal may be subject to public disclosure under various open records acts. The successful Proposer is hereby notified that the Township strictly adheres to this open records requirement and the interpretations thereof rendered by presiding courts and tribunals. The successful Proposer shall be deemed to have knowledge of these laws and how to protect the legitimate interests of the Township.
5. Cost Reduction/Savings. It is the Township's intent that this request for proposal encourages maximum competition. Proposers are requested to identify in their proposal alternative approaches or methodologies, which if adopted, would reduce project costs and generate additional cost savings. Proposers also should identify any aspect of the specifications that contribute unnecessarily to increased project cost.
6. Right to Audit. During the term of any subsequent agreement, an annual audit will be required of the successful Proposer. In addition, for a period of four (4) years thereafter the Township or its duly authorized audit representative of the Township, at the successful Proposer's expense and at reasonable times, reserves the right to incrementally audit the successful Proposer's records. In the event such an audit by the Township reveals any errors/overpayments by the Township, successful Proposer shall refund the Township the full amount of such overpayments within thirty (30) days of such audit findings, or the Township at its option, reserves the right to deduct such amounts owing the Township from any payments due the successful Proposer.

5.8 General Conditions

1. **Federal Tax ID Number:** Each bidder shall state its federal tax identification number on the line provided on the bid form. The Township is required to report to IRS on Form 1099 all payments involving labor or services provided by vendors, and lack of this number may delay contract payments until the number is provided.

Section 6—Attachments

Attachment 'A' : Township Goals

Attachment 'B' : Performance Expectations

Attachment 'C': Management Agreement Criteria

Attachment 'D' Building/Custodial Maintenance Standards

Attachment 'E' Proposer's Questionnaire

Attachment 'F' : Golf Course Maintenance Standards and Guidelines

Attachment 'G': Plymouth Township Execution of Offer Form

Attachment "A"

Township Goals

The Township desires to continue to provide high-quality and well-maintained public golf facility with competitive fees and a customer service level commensurate with the best public access golf course in the region. The Township has identified the following goals:

- Provide the citizens of Plymouth Township with a great and affordable customer experience.
- Achieve revenue growth for Hilltop Golf Course.
- Recognize the potential of a long-term lease agreement in future years.
- Eliminate or reduce future taxpayer support for golf course operations.
- Ensure that the golf course assets (both existing and new) are properly maintained.
- Contain expenditure growth by incentivizing efficient golf course management.
- Develop highly effective customer communication and marketing initiatives.
- Evaluate and implement leagues, tournaments, outings, and other types of organized play and programming while maintaining good public access to the course.

Attachement "B"

Performance Expectations

1.1 General Municipal Golf Course Requirements

A. Responsibilities, Policies and Procedures

- The course shall be operated as a public facility in a nondiscriminatory manner.
 - The successful Proposer will provide course maintenance and day-to-day conditions of the highest standards (See Attachment 'F').
 - The successful proposer will be responsible to develop and implement a robust and effective marketing program that produces positive results in terms of growth of golf rounds purchased, cart rentals, as well as concession and event sales, pro shop sales, and instructional programs.
- The golf course and concession operations shall be open on a daily basis, from dawn to dusk, with the exception of closures due to inclement weather conditions. Scheduled maintenance days shall require approval from the Township Supervisor.
- The successful Proposer will be responsible for maintenance and daily custodial cleaning of the clubhouse facility at quality standards.
- The successful Proposer will be responsible for maintaining and cleaning the maintenance facility that include the maintenance shop, equipment and parts storage, and offices.
- The successful Proposer will be responsible to maintain all areas of the golf course facility litter and trash free, including the parking lot, clubhouse area, ponds, and the golf course proper.
- The successful Proposer will be required to cooperate with the Township during special events and other unanticipated eventualities.
- Establish and maintain effective working relationships with the employees, Township officials, golf patrons, and the general public.
- The successful Proposer will be responsible for regular pest control inspections and extermination, in compliance with all Michigan Department of Agriculture regulations concerning pesticide applications and nutrient management.
- Smoking in any building is strictly prohibited. The successful Proposer will be required to adhere to and enforce this policy.
- The successful Proposer will obtain and maintain all alcohol licenses and permits necessary for operation on the golf course

B. Operations/Programming

The successful Proposer shall:

- Create and maintain a quality golfing experience for the public.
- Implement customer service practices that will enhance and maintain the satisfaction of patrons, including, but not limited to, ideas to promote faster speeds of play. These practices shall be outlined in the proposal.
- Not permit use of the golf course without a reasonable charge for such use.
- In addition to general operation and management staff, provide course marshals, starter, and courtesy cart services.
- Implement innovative and effective player development programs.
- Develop and implement marketing and promotion programs that will effectively improve the Township's market share in the local/regional golf market, and to employ yield management strategies to encourage play during traditional slow play periods.
- Provide golf instruction programs for players of all ages and abilities, including individual and group lesson opportunities with well qualified instructors.
- Continue to enhance the facility existing leagues as a mechanism to promote increased activity and group camaraderie at the facility.
- Consider a convenient Internet and mobile application based tee time reservation system with customer service benefits comparable to systems offered within the local/regional market. The successful Proposer will be required to utilize a golf-specific point-of-sale (POS) system that has proper modules for maintaining a database of customer information (e.g., zip codes, emails), electronic marketing, electronic tee sheet management, retail management, reporting, and accounting.
- Provide competent and neatly attired employees in the following areas: golf pro shop, golf course maintenance, golf starters, golf rangers, and food and beverage concession.

B. Operating Revenues and Expenses—Reporting and Audit

- The successful Proposer will be required to submit monthly financial reports at a level of detail and in a format approved by the Township. At the end of each operating year, the successful Proposer will be required to submit audited

financial statements for the past year. The successful Proposer will be required to maintain cash handling and revenue control systems to ensure the accurate and complete deposit and recording of all revenues, in a form and manner acceptable to the Township.

- Provide all accounting procedures requested by the Township.

C. Food and Beverage Operation

The successful Proposer shall:

- Offer a quality food and beverage operation, including the indoor concession operation at the clubhouse and on the course.
- Explain in detail its plans for operating this facility, including proposed hours of operation and the types of merchandise, food, and beverages that will be sold.
- Attach a comprehensive company policy covering the distribution and consumption of alcoholic beverages as part of this proposal.

D. Pro Shop

The successful Proposer shall operate and manage the pro shop at quality standards, as the primary, customer friendly point of sale for course access and by providing golf merchandise for sale as appropriate.

Proposers shall explain in detail plans for operating the pro shop, including proposed hours of operation and the types of merchandise and services that will be provided.

E. Golf Course and Clubhouse Security

The successful Proposer will maintain and update procedures and systems to ensure the security of the golf course and the clubhouse, including but not limited to a fire and burglar alarm system.

F. Compliance with Laws

The successful Proposer shall comply with all Township, State, and Federal requirements to provide safe and accessible recreational opportunities for everyone, including persons with disabilities; in addition, the successful Proposer is encouraged to exceed accessibility requirements whenever possible and not simply provide the minimum level required. The successful Proposer shall also comply with all environmental laws in the operation and maintenance of the golf course.

Attachment 'C' **Management Agreement Criteria**

1.1 Management Option—Fee Offer

Proposer shall submit a proposal that may include a fee to be paid by the Township to the management company. The fee offer may include an annual guaranteed minimum payment, plus any proposed, incentive-based payments. The structure and timing of the management fee payments are open to negotiation.

The successful Proposer shall maintain and provide to the Township monthly and annual financial reports reflecting all revenues, expenditures, and balance sheet accounts.

1.2 Basic Requirements for Management Contract

Prior to commencement of the contract, the successful firm shall work cooperatively with the Township's staff to further clarify the intended goals and purpose of the management contract, discuss and clarify any issues, gain an understanding of Township operations, and establish responsibilities and timeframes.

The successful Proposer will assume responsibility for the following operations associated with the Township's golf course on an annual basis:

- Formulating and implementing business plans, maintenance, and operating programs, and budgets to be submitted to the Township for approval for each fiscal year.
- Developing recommendations for green and cart fees, subject to Township approval, and indexed to local or regional competitive golf facility of similar type and quality. Setting of fees will be subject to a negotiation process and partnership between the Township and the successful proposer.
- Procuring and maintaining all equipment used in operation of the golf facility, including maintenance vehicles and equipment.
- Purchasing of all supplies, consumables, etc., for use in the operation of the golf course.
- Communicating with the Township monthly, or as deemed necessary by the Township, to review operations, expense/revenue reports, marketing/promotion programs, repair and improvement projects, long-range plans, etc.
- Presenting quarterly reports for both maintenance and expense/revenue reports to the Township Supervisor and Treasurer.

Township retains responsibility for the following:

- Administration of all terms and conditions of the contract.
- Approval of all fees based on proposals from the management company.
- Monitoring maintenance performance according to agreed-upon standards, specifications, and operating policies.
- Annual approvals of operating and capital budget.
- Prior approval of any and all expenses not budgeted.
- Prior approval of any alterations to existing facility and partnering on facility improvement projects.
- Attending meetings per above.

Agreement Terms for Management Contract

A. Management Fee for Operations

Under the terms of a Fee-for-Service Management Contract, the successful Proposer may be paid a base management fee, plus an incentive management fee. Proposals should clearly indicate the basis upon which any payments will be based.

B. Term of Agreement

The term of the Agreement shall begin on an agreed-upon date, no later than April 1, 2019, and shall end on the last day of the month preceding the fifth anniversary of the start date unless terminated by the Township prior to that date. The contract may be renewed for one (1) additional five (5) year period at the Township's sole discretion.

C. Capital Improvements

In addition to everyday course and facility maintenance and repairs, the successful Proposer, in cooperation with the Township, will be expected to assist the Township in the development of its Golf Course Master Plan.

D. Performance Bond

The successful Proposer will be required to provide the Township a performance bond, which must remain in effect for the duration of the term. The bond, in the amount of \$250,000, will be due upon contract signing.

E. Termination for Convenience

The agreement may be terminated upon mutual consent of the successful Proposer and the Township. If either party wishes to terminate the lease for convenience, it must notify the other party in writing at least 180 days prior to the proposed termination date.

F. Termination for Cause

The Township shall have the right to terminate this agreement for cause, based on the management company's performance, as follows:

- Consistent inability to achieve mutually agreed upon financial performance goals.
- Persistent or repeated failure to meet the performance standards for the facility.
- Persistent or repeated disregard of laws, ordinances, or rules, regulations, or orders of a public authority having jurisdiction.
- Persistent or repeated failure to supply properly skilled workers.
- Breach of fiduciary obligations under the agreement.
- Filing of a voluntary petition for protection under federal bankruptcy laws; or the failure to obtain the dismissal of an involuntary petition under federal bankruptcy laws within 90 days.
- Discontinuance of its business or activities at the facility.
- Any other substantial breach of the agreement

Attachment 'D'

Building & Custodial Maintenance Standards

- Empty waste receptacles and replace plastic liners as needed. Refuse removal is the responsibility of the successful proposer.
- Clean and sanitize the interior and exterior surface of all trash containers.
- Vacuum all areas of the building's interior carpet. Vacuum any floor mats and entry mats located at entry/exit doors. Spot clean any areas as needed.
- Dust mop all non-carpeted floors then damp mop afterwards.
- Clean and sanitize drinking fountains and remove encrustations, watermarks, etc. Polish as needed, using approved metal polish.
- Remove cobwebs on walls, ceiling corners, or any other places.
- Dust around cleared areas of furniture tops, desk tops, vacant shelves, windowsills, ledges, chairs, benches, etc. DO NOT MOVE ITEMS LOCATED ON THESE AREAS.
- Vacuum all fabric upholstery on chairs. Spot clean as necessary.
- Vacuum behind equipment using a vacuum wand. This will avoid damage to equipment and/or equipment cords.
- Pick up litter, trash and debris at entryways, parking lots and grounds as needed, this is to include areas around the trash dumpsters.
- At entranceways, remove lint, cobwebs, debris, and mud from walkways, steps, floors, canopies, and ceiling corners. If necessary, remove bird droppings.
- Clean and sanitize public telephones and any ledges and side panels of phone area.
- Clean entry door surfaces, door glass, and adjacent glass and frames. Clean entry door handles, push plates, and kick plates.
- Clean top surface of exterior patio tables and chairs.
- In break rooms, lounges, etc., clean sinks and counter tops using sanitizing agent. Clean table tops and chairs. Fill any paper towel and soap dispensers.
- In break rooms, lounges, etc., clean microwave oven inside and outside and exterior surface of refrigerator door.
- Clean surfaces of elevator walls, doors, door panels, control panels, and door tracks.
- Spot clean carpets and hard floors as needed.

- Buff floors that are coated with floor finish restoring luster and dust mop afterwards.
- Resupply towels, soap, toilet paper, and other items as required.
- Clean all sinks and countertops.
- In restrooms, clean mirrors, countertops, sinks, and fixtures using germicidal solution.
- Clean toilet seats, inside bowl, bowl rims of toilet, base (including hold-down bolts), as well as unclog toilets as necessary. Clean urinals in like manner. USE OF SANITARY DISPOSABLE NON-STERILE RUBBER GLOVES IS MANDATORY. Gloves are to be changed with each restroom cleaning. DO NOT USE ACID BASED TOILET BOWL CLEANER ON ANY METAL SURFACES.
- Spot clean ceramic tile/concrete walls, removing stains, heavy soil, graffiti, candy, gum, or any other foreign material. Clean stall partitions in like manner.
- Mop bathrooms, locker rooms, and showers with germicidal solution.
- Spot clean baseboards to remove build-up of dirt and foreign matter.
- Clean and polish all stainless steel and chrome.
- Clean and sanitize showers using germicidal or detergent solution.
- Clean and organize custodial closet at end of each shift.
- Change ceiling tiles as needed.
- Report needed building repairs to the Township Supervisor.

Weekly

- Blinds and other window coverings are to be dusted or vacuumed on both sides.
- Clean all washable nonfabric seating.
- Clean interior and glass surface.
- Spot clean walls and cubicle partitions.
- Heavy sweep all loose soil, rocks, debris, etc. from patio areas, vestibules, building stairwells/steps, and handicap ramps.
- Pour one-gallon germicidal or detergent solution into floor drains. Clean grate to remove mildew or other stains.

Monthly

- Wipe dust accumulation on wall artwork, photographs, white boards, bulletin boards, plants, etc.

- Vacuum and clean HVAC supply, return vents, and surrounding ceiling.
- Machine scrub and apply four coats of floor finish to all VCT floors.
- Remove any floor finish, dirt, or other foreign matter from all baseboards.
- Clean stairwell rails, landings, and steps. Clean rails located on handicap ramps to remove dust accumulation and residue.
- Clean all exterior surfaces of lockers.

Quarterly

- Clean ceiling and light diffusers/covers (only if diffusers and covers are removable without tools). Dust/wipe bulbs.

Semiannual

- Strip, seal, and refinish all VCT floors (six coats of finish).
- Extract/shampoo all carpeted areas.

Additional Duties As Needed (but not limited to)

- Paint facility' interior/exterior.
- Repair sheetrock.
- Replace base covers.
- Strip and wax hard-surface floors (average of 16 hours per building/twice a year).
- Change out lightbulbs.
- Change out flags.
- Minor plumbing repair

Attachment 'E'

Proposers Questionnaire

The Proposer recognizes that in selecting a company/agent, Plymouth Township will rely, in part, on the answers provided in response to this questionnaire. Accordingly, Proposer warrants to the best of its knowledge that all responses are true, correct, and complete. Plymouth Township reserves the right to contact each and every reference listed below and shall be free from any liability to Proposer for conducting such inquiry.

Company Profile

Number of Years in Business: _____

1. Number of Employees: _____(company wide)
Number of Employees: _____(servicing location)
2. Annual Sales Volume: _____(company wide)
Annual Sales Volume: _____(servicing location)
3. State that you will provide a copy of your company's audited financial statements for the past two (2) years.
4. Is your company currently for sale or involved in any transaction to expend or to become acquired by another business entity? If yes, please explain the impact both in organizational and directional terms.
5. Provide any details of all past or pending litigation or claims filed against your company that would negatively impact your company's performance under an agreement with the Township of Plymouth.
6. Is your company currently in default on any loan agreement or financing agreement with any bank, financial institution, or other entity? If yes, specify date(s), details, circumstances, and prospects for resolution.

Attachment 'F'

Golf Course Maintenance Standards Golf Course Maintenance Guidelines

The work includes maintenance of grass on greens (including putting greens and perimeter slopes), tees, approaches, collars, ditches, fairways, roughs, sand traps, and maintenance of trees, shrubs and landscaping throughout the entire site covered by this contract. Note: Where specific fertilizers, chemicals, seed, supplies, products, or techniques are specified below, similar items or techniques of equal or better effectiveness that are without additional cost to the Township may be used if preapproved by the Township.

The maintenance practices included in this section are intended to be an overall guideline for the agronomic, horticultural, and recurring service practices of successful Proposer's golf course maintenance operations. While the guidelines are detailed, they are intended to be only minimum rules of operation. The successful Proposer's primary responsibility is for ensuring the integrity of the golf course. Variances from the guidelines will be necessary at times to allow for adjustments resulting in climatic conditions, pest infestations, golf course traffic, outings, and other unforeseen problems.

1. Mowing Guidelines:

a. Greens will be mowed a minimum of five times per week at a height of cut that is acceptable to the Township without causing undue stress to the turf. Typically, a cutting height between 5/32 inches to 1/4 inch will be maintained. Greens should be maintained to achieve at least an "8-foot "stimpmeter" reading. The integrity of the original size of greens shall be maintained.

b. Tees will be mowed minimum of two times per week to a mowing height of 2/5 inch to 1/2 inch. No more than 33 percent of the leaf surface will be removed at any one mowing. The integrity of the original size and design of tees shall be maintained.

c. Fairways, approaches, and collars will be mowed three times per week during the active growing season and two times per week during the cooler periods. A height of cut of 1/2 inch to 3/4 inch will be maintained. There may be certain times during the summer when this frequency may increase due to changes in climatic conditions. No more than 33 percent of the leaf blade shall be removed at any one mowing. The integrity of the original size of fairways shall be maintained.

d. Tee and green slopes and roughs will be mowed weekly during the active growing season and as needed the balance of the year. A height of cut of 2 inch to 2-1/2 inch will be maintained.

2. Aeration Guidelines:

a. Greens will be aerated as needed to provide the soil with the proper air, water, and soil ratio required for healthy putting surfaces. One deep tine aeration shall be performed in spring and one conventional core aerations (2 inches deep on 2-inch

centers, minimally) will be done in the fall. Spiking of all greens shall be performed as needed between aerations to maintain proper water infiltration.

b. Tees and fairways will be aerated one time during the year, typically in the fall, with a conventional aerator to alleviate compaction and help control thatch.

3. Verticutting/Spiking Guidelines:

a. Greens will be vertically once per month mowed during the active growing season to help promote quality putting surfaces.

b. Tees will be vertically mowed in conjunction with the aeration services during the fall.

c. Fairways will be vertically mowed as needed.

4. Top Dressing Guidelines:

a. Greens will be top dressed in conjunction with the verticutting/spiking and aeration operations. This will be accomplished with a soil mix or sand that is similar to the make-up of the existing soil profile.

b. Greens will be top dressed as needed to match the growth rate during the active growing season to help maintain a smooth putting surface.

5. Fertilization Guidelines:

a. Greens will be fertilized at a rate of 2-4 pounds of nitrogen per year with an analysis or ratio of N, P, and K determined by soil and tissue testing. Only "miniprill" (SGN 120) and materials specifically used on putting surfaces will be utilized. Minor nutrients will be applied as a foliar application as needed.

b. Tees will be fertilized at a rate of 2-4 pounds of nitrogen per year with a fertilizer analysis to be determined by soil testing.

c. Fairways, irrigated roughs, and slopes will be fertilized with 2 to 4 pounds of nitrogen annually through either granular or liquid applications that will be applied throughout the course of the year. Supplemental amounts of fertilizer will be applied to weak and thin areas. Any additional amounts of N, P, and K will be determined by soil tissue tests and adjusted accordingly.

6. Bunker Maintenance Guidelines:

a. Mechanical raking of the bunkers will be performed two times per week and after significant rain events. The integrity of the original size and design of each bunker shall be maintained.

b. Edging of the bunkers will be performed annually to ensure a manicured appearance at all times.

c. Mowing of the bunker faces will be performed weekly throughout the growing season.

d. Additional sand will be added as needed throughout the year to maintain an average depth of 2 inches on the faces and 4 inches in the bottom of the bunkers.

7. Equipment Repair Maintenance Guidelines:

a. The successful Proposer will follow all manufacturers' guidelines in the maintenance and repair of equipment. All of the successful Proposer's equipment technicians will be qualified and are encouraged to attend industry workshops and seminars to stay updated on the latest trends and repairs of equipment.

8. Irrigation Guidelines:

a. The irrigation systems will be repaired and maintained on a regular basis to be determined by the Proposer and Township.

Employees of successful proposer are encouraged to attend service seminars to keep updated on the latest irrigation development and trends in the industry.

9. Integrated Pest Management Guidelines:

a. The goal is to have the golf course as weed- and insect- free as possible and to prevent any damaging outbreaks of pests. The successful proposer's approach to the control of damaging pests and weeds will include curative and preventative types of control measures using the most appropriate products available.

b. The successful proposer will be responsible for the implementation of an integrated pest management (IPM) program for all playing areas of the course including roughs via regular monitoring, problem and potential problem identification, preventative measures, diagnosis and treatment. All greens will be inspected daily for the presence of damaging pests, insects, or pathogens. All greens shall be treated as required to prevent or control fungus and insect activity and damage to the turf. All fairways will be inspected weekly for the presence of damaging pests, insects, or pathogens and treated appropriately to prevent turf damage.

10. Other Maintenance/Service:

The successful proposer will be responsible for properly moving the cups and tee markers and repairing ball marks every day the course is open for play. In addition, all trash will be removed, divot buckets will be filled, and the ball washers checked for clean towel and soap solution daily. The ball washer soap will be changed a minimum of once per week throughout the year.

11. Trash and Debris Removal:

During the course of the day, any trash or nonorganic debris on the golf course will be picked up. This will be hauled to a legal disposal site and disposed of. Removal from the property, when necessary, will be the responsibility of successful proposer.

12. Organic Materials and Tree Debris Removal:

During the course of the day, any tree debris or organic materials on the golf course will be picked up. This will be hauled to a legal disposal site and disposed of. Removal from the property, when necessary, will be the responsibility of the successful proposer.

13. Cart Path Maintenance:

All golf cart paths will be kept clean of cut grass and shall be edged annually and maintained as needed the balance of the year.

14. Lakes. Ponds and Streams Maintenance:

All aquatic weed control is the responsibility of the successful Proposer. The successful Proposer's personnel will remove litter and trash from the water bodies on a regular basis. All lakes and ponds shall be kept free of all unwanted aquatic plant life.

15. Landscape Beds Maintenance:

The successful Proposer will install and maintain flowering plants in select landscape beds throughout the golf course. This will include weed control, watering, fertilization, and pest control. The successful Proposer will work with the Township in determining planting designs.

16. Buildings:

The successful Proposer will maintain the landscape surrounding the maintenance buildings, halfway houses, and clubhouse buildings on the golf course in a good, operable, and sanitary order. Any required repairs, replacement, rebuilding, and restoration would be brought to the attention of the Township Supervisor immediately. All such repairs, replacements, rebuilding, and restoration will be the responsibility of the successful proposer.

Attachment 'G'
Execution of Offer

THIS FORM MUST BE COMPLETED, SIGNED AND RETURNED WITH YOUR PROPOSAL.

PROPOSER AGREES TO PERFORM ALL WORK AS SET FORTH IN THIS REQUEST FOR PROPOSAL, AND IN ACCORDANCE WITH THE TERMS AND CONDITIONS AT THE PRICES SUBMITTED.

If requested, the Proposer will furnish bonding with the following company as surety:

Name of Surety Company

Address and Phone Number _____

Please list the Proposers insurance agent who shall provide the insurance policies required herein.

Name of Agency _____

Address and Phone Number _____

Contact Person _____

Execution

THE PROPOSER IS HEREBY NOTIFIED THAT THIS DOCUMENT SHALL BE SIGNED IN INK IN ORDER FOR THE PROPOSAL TO BE ACCEPTED. BY SIGNING, THE PROPOSER CERTIFIES THAT HE/SHE WILL COMPLY IN EVERY ASPECT WITH THE REQUEST FOR PROPOSAL, ADDENDUMS, PROPOSAL, ANY AND ALL EMAILS/LETTERS OF CLARIFICATION, BAFO, AND CONTRACT.

The proposal, if submitted by an individual, shall be signed by an individual; if submitted by a partnership, shall be signed by such member or members of the partnership as have authority to bind the partnership; if submitted by a corporation the same shall be signed by the President and attested by the Secretary or an Assistant Secretary. If not signed by the President as aforesaid, there must be attached a copy of that portion of the bylaws, or a copy of a Board resolution, duly certified by the Secretary, showing the authority of the person so signing on behalf of

the corporation. In lieu thereof, the corporation may file such evidence with the administration, duly certified by the Secretary, together with a list of the names of those officers having authority to execute documents on behalf of the corporation, duly certified by the Secretary, which listing shall remain in full force and effect until such time as the administration is advised in writing to the contrary. In any case where a proposal is signed by an attorney in fact, the same must be accompanied by a copy of the appointing document, duly certified.

If an Individual:

NAME: _____

_____ Street and/or P.O. Box

_____ Township State Zip Code Fed ID or SSN

_____ Signature Date

_____ Print Signature

WITNESS: _____

Signature

_____ Print Signature

If a Partnership:

NAME OF PARTNERSHIP: _____

_____ Street and/or P.O. Box

_____ Township State Zip Code Fed ID or SSN

BY: _____

Signature

Date

_____ Print Signature

TITLE: _____ WITNESS: _____

Signature

_____ Print Signature

If a Corporation:

NAME OF CORPORATION: _____

_____ Street and/or P.O. Box

_____ Township State Zip Code Fed ID or SSN

STATE OF INCORPORATION: _____

BY: _____
Signature Date

_____ Print Signature

TITLE: _____ WITNESS: _____

Secretary's Signature

_____ Print Signature

Remittance Address (if different than above)

_____ Street and/or P.O. Box

_____ Township State Zip Code

NOTE: Firms must use their **full legal** name. Generally, a corporation's name must end with a suffix indicating the corporate status of that business (i.e., Inc., Co., Corp., etc.). Individuals or corporations may indicate trade names with the individual or corporate name followed by "t/a" (trading as) or "d/b/a" (doing business as), respectively. Failure to use your **full legal** name may be cause for rejection of the proposal.

Contact for Administration

NAME: _____

TELEPHONE: _____

EMAIL: _____

Payment Remittance Address

_____ Street and/or P.O. Box

_____ Township State Zip Code