

UWF Business Enterprises, Inc.

Invitation to Negotiate

#15ITN-06RP

Scenic Hills Golf Course, Grille & Club Outsource

**Invitation to Negotiate (ITN)
#15ITN-06RP
Scenic Hills Golf Course, Grille & Club Outsource**

October 30, 2015

To: Potential Participants

UWF Business Enterprises, Inc. ("BEI"), a direct support organization of the University of West Florida (the "University") is seeking proposals from qualified firms to provide a long term contractual arrangement for management and operation of the Scenic Hills Golf Course, Grille & Club, an 18-hole championship golf course including practice facilities, pro shop, and restaurant and meeting facilities located at 8891 Burning Tree Road, Pensacola, Florida (the "Golf Course Facilities").

Although this ITN is issued by BEI, all aspects of the solicitation process will be handled by the University's Office of Procurement and Contracts.

Carefully review this Invitation to Negotiate, as it provides specific technical information to aid participating firms in formulating a thorough response. Should you elect to participate, complete an original and the required copies of the requested information and return proposal binders in a sealed box/envelope directly to the University of West Florida Office of Procurement and Contracts no later than **2:00 pm CT, December 18, 2015**. For more information refer to "ITN Information and Instructions" below. Late or incomplete responses will not be accepted.

Respondents are fully responsible for obtaining the complete ITN, Addenda (if applicable), information concerning the ITN tabulations, and Public Meetings schedule by visiting our web site: <http://uwf.edu/offices/procurement/vendors-only/open-solicitations/>

After the posting of award, Respondents may view the ITN files by contacting the Procurement and Contracts Facilitator and BEI Sole Point of Contact.

The name of the vendor and proposed base pricing for products or services may be disclosed at a public proposal closing. Because purchases or contractual agreements of this nature require the expenditure of public funds and/or use of public facilities, respondents should be aware that portions (potentially all) of their proposal (including any final contracts) will likely become public record after negotiation of the contract.

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#15ITN-06RP

Scenic Hills Golf Course, Grille & Club Outsource

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**UNIVERSITY OF WEST FLORIDA
PROCUREMENT AND CONTRACTS**

INVITATION TO NEGOTIATE #15ITN-06RP
SCENIC HILLS GOLF COURSE, GRILLE & CLUB OUTSOURCE
SUBMITTAL DUE DATE: DECEMBER 18, 2015, 2:00 P.M. CST

Section I

OVERVIEW

A. General Information and Summary

UWF Business Enterprises, Inc. (“BEI”), a direct support organization of the University of West Florida (the “University”) is seeking proposals from qualified firms to provide a contractual arrangement for long term management and operation of the Scenic Hills Golf Course, Grille & Club, including:

- 18- hole championship golf course;
- pro shop;
- full service restaurant and meeting facilities; and
- practice facilities including putting green and driving range.

These facilities are collectively referred to herein as the “Golf Course Facilities” or the “Facilities.” It is essential that any proposals received pursuant to this Invitation to Negotiate (“ITN”) include a contractual obligation to maintain the Golf Course Facilities in a first class condition and made available to all individuals, groups or organizations wishing to utilize the facility with a preference toward serving the needs of the University of West Florida and the membership of the Facilities.

The Lease or Management of all operations of the Golf Course Facilities which are to be defined and agreed to during the ITN process include, but are not necessarily limited to:

- operation, management and maintenance of the Golf Course Facilities as an important community recreational and educational asset in an overall first class manner;
- providing all grounds maintenance services for the golf course on both play and non-play areas;
- landscaping features and trees, including irrigation systems, consistent with maintenance practices at high-end golf courses providing quality golf experiences;
- daily food and beverage service at the Grille located in the clubhouse at the golf course, including on course beverage cart, and food and beverage services for tournaments and other special events;
- management and operations of the Grille and meeting spaces within the Facilities as a successful destination venue for meetings and special events; and
- stocking and selling golf apparel and equipment in the golf pro shop located in the clubhouse at the golf course.

The intent of this ITN is to help determine if a third party can enter into a lease or other long term management and operations arrangement for the Golf Course Facilities that will maintain or enhance the quality of service provided while maintaining or improving the overall condition and value of this important asset of the University of West Florida.

BEI's goal is to have the Golf Course Facilities become financially successful while retaining the same or higher quality of the assets. A complete rethinking of the Pro Shop, Food & Beverage, and all other operations in order to improve is open for discussion. This ITN will help BEI determine if an individual, partnership or private company or companies can restructure processes, management and operations in ways that will create a working environment at the Golf Course Facilities that will lead to a high-quality operation that BEI, the University and patrons will continue to enjoy.

B. Timetable

The anticipated schedule and deadlines for this ITN and contract approval are projected as follows:

Activity	Time (Central Time)	Date
Issue ITN		October 30, 2015
Mandatory Pre-Submittal Meeting On Site	9:00 a.m.	November 17, 2015
Written questions from Respondents due	2:00 p.m.	December 1, 2015
Responses from UWF-BEI Due		December 4, 2015
Submittal Due Date	2:00 p.m.	December 18, 2015
Evaluation Committee Review	Full Day	January 14, 2015
Oral presentations/interviews		TBD*
Negotiations		TBD*
Estimated Notice of Intent to Award		TBD*
Estimated Contract Begins		TBD*

MANDATORY PRESUBMITTAL MEETING

Consultants are required to attend a mandatory pre-submittal meeting and site visit in order to participate in this solicitation. The mandatory meeting will be held **November 17, 2015** at **9 a.m.** Central Time at Scenic Hills Golf Course, Grille & Club, 8891 Burning Tree Road, Pensacola, FL. 32514. **Submittals will be rejected from any firm not directly represented at the mandatory meeting by an employee or agent of the firm.**

C. Contact Person

The Procurement and Contracts Facilitator and BEI Sole Point of Contact for this ITN is:

Bob Pacenta

Email: rpacenta@uwf.edu, Phone: 850-474-2627, Fax: 850-474-2090

Web address: <http://uwf.edu/offices/procurement/>

Respondents are advised that from the date of release of this ITN until award of the contract, **no contact with University or BEI personnel related to this ITN is permitted. All communications are to be directed to the Procurement and Contracts Facilitator and BEI Sole Point of Contact listed above. Any such unauthorized contact may result in the disqualification of the Respondent's submittal.**

Respondents are fully responsible for obtaining the complete ITN, Addenda (if applicable), any other related information, and schedule for Public Meetings, by visiting our web site:

<http://uwf.edu/offices/procurement/vendors-only/open-solicitations/>.. It is recommended that you bookmark this web site and visit it frequently.

Explanation(s) desired by respondent(s) regarding the meaning or interpretation of this ITN must be requested from the above contact person, by e-mail prior to the deadline date, as stated in above "B. Timetable". The explanation response will be issued in the form of an Addendum and posted to our web site. It is recommended that you bookmark this website and visit it frequently throughout this entire process.

Any changes or clarifications to requirements resulting from written questions shall be issued by official addenda. Respondents should not rely on any representations, statements, or explanations other than those made in writing by the UWF sole POC in the official addenda format. Where there appears to be a conflict between the ITN and any addenda issued, the last written addenda shall prevail.

D. Response Submission

The required copies of the Response with the signed Affidavit form (Appendix A) must be received by the University of West Florida Procurement and Contracts on the due date and time as stated in the Timetable set forth in Section "B" above. See Section IV Information and Instructions for more information.

Each response is to be submitted in a three ring binder using index tabs with the appropriate tab identification as requested within this ITN.

Submit:

- one (1) original, clearly marked as original and shall contain the original manual signature of the authorized person signing the proposal.
- five (5) hard copies; and
- one (1) electronic copy of the original

Failure to include the original and all signed copies shall be grounds for rejection of your response without further evaluation

- The outer carton of the response shall include the ITN number, ITN name, and due date.
- All information and required submittals requested shall be in hardcopy form and included in your written response. Responses shall not refer the University to electronic media such as website, cd's, disks, or tapes in order to obtain the required information or submittals.
- Information submitted that is not requested by the university may be considered to be supplemental, and not subject to evaluation by the committee members.
- Any information or required submittals which due to size or binding cannot be incorporated following the proper tab may be submitted separately. The location of the information should be provided following the numbered tab.
- All required signed and completed copies of the response with the signed Affidavit Form must be either mailed or delivered to:

UNIVERSITY OF WEST FLORIDA
Procurement and Contracts
Bldg. 20W Room 159
11000 University Parkway
Pensacola, FL 32514

- **CAUTION: The executed Affidavit Form (Attachment "A") must be signed and submitted as part of your response. Failure to do so will disqualify your response.**
- **All addenda shall be signed and submitted with response.**

E. ITN Information and General Conditions
See ("Attachment B")

Section II

OVERVIEW AND GOALS

A. Purpose

The intent of this ITN is to help determine if a third party can lease or otherwise manage and operate the Scenic Hills Golf Course Facilities on a long term basis while maintaining or enhancing the quality of service provided in a manner that will result in an acceptable return on investment to BEI while maintaining or improving the overall condition and value of this important asset of the University of West Florida.

BEI's goal is to have the Golf Course Facilities become financially successful while retaining the same or higher quality of course conditions.

B. Areas for Consideration

1. The golf course is a training ground for the University's award winning Division II Men's & Women's golf teams.

Women's Golf

In just over a decade of existence, the UWF women's golf program has established itself as the dominant program in the Gulf South Conference. UWF has won nine of the last 10 league championships while making eight NCAA regional appearances, including three-consecutive from 2013-15. The Argonauts have secured 26 team and 29 individual titles in the 13-year history of the program. A total of three student-athletes have earned All-America accolades and four have been named to Scholar All-America teams.

Men's Golf

The UWF men's golf program has been the premier program in the Gulf South Conference over the past two decades. The Argonauts have won NCAA National Championships in 2001 and 2008, while claiming three NCAA regional crowns and 13 Gulf South Conference titles. A total of 29 players have earned 49 All-America accolades since 1986.

Participating Proposers are requested to incorporate provisions for continuing the availability of the Golf Course Facilities for the University's Golf Teams, including the following: no charge for the University's varsity men's and women's golf teams for use of the hitting range, range balls, and short game areas for practice; no charge for use of the golf course for qualifying play; preferred pricing for fundraising/scholarship tournaments hosted by University Athletics and Alumni Association (currently three tournaments).

2. BEI is committed to continued use of the Golf Course Facilities in ways that support the educational mission of the University of West Florida. Participating Proposers are requested to incorporate provisions for educational programs; partnerships with the University, Escambia County and other community entities; use of students as workers; and sponsorship of student internships.

3. It is important that provisions be made in any contract that will result from this ITN for maintenance of the golf course in the same or better condition that currently exists. The current maintenance schedule, together with BEI course maintenance expectations, is attached as composite **Schedule 1- Course Maintenance**.
4. BEI will make available to the winning Proposer the equipment that is currently used in maintenance of the Golf Course. A description of that equipment is attached as **Schedule 2 – Equipment Schedule**.
5. BEI is the obligor on certain contracts that must be addressed. These contracts are described in **Schedule 3 – Contracts Schedule**. **Copies are available upon request to Sole Point of Contact**.
6. The Golf Course practice facilities (driving range and putting green) are in need of upgrading and expansion, and with any capital facilities there are needs for continued maintenance, repair and capital investment. Proposers should address their plans and capabilities for making capital investments in the Golf Course Facilities over the course of the proposed lease or long terms management contract.
7. The Golf Course Facilities currently have 163 members. These members have different levels of benefits attendant upon their membership categories. The successful Proposer will be expected to honor these existing membership benefits and any contract will address method of changes to membership structure during the term of the contract.
8. The type and extent of services that BEI will expect to receive from the winning Proposer are described in **Schedule 4 – Requested Services**.
9. Financial results of the operation of the Golf Course Facilities by BEI since acquisition in 2012 are available upon request from the BEI Sole Point of Contact.

Section III

SPECIAL TERMS AND CONDITIONS

A. Period of Performance

The provisions of the long term contractual arrangement will be determined during contract negotiations, but is expected to be for a period of not less than five years, with options to extend, as appropriate.

B. Insurance

During the term of the contract, the successful Proposer must provide, pay for and maintain types and levels of insurance as agreed upon during negotiations. Upon execution of the contract, and original ACORD certificate of insurance for the coverage determined during contract negotiations must be received by BEI before the successful Proposer begins operations.

C. Financial Terms

The financial provisions of the long term lease or management contract will be determined during contract negotiations; however, because BEI owes debt on the facility, BEI will prefer financial terms that will incorporate a fixed amount of income to be paid to BEI in addition to any percentage of revenue. However, BEI will consider any reasonable financial terms. BEI will consider proposals incorporating an option to purchase, lease-purchase or granting right of first refusal in the event of sale.

D. Course Maintenance

It is important that provisions be made in any contract that will result from this ITN for maintenance of the Golf Course Facilities in the same or better condition that currently exists. The current golf course maintenance schedule, together with BEI course maintenance expectations, is attached as composite Schedule 1- Course Maintenance. Participating Proposers are requested to incorporate a proposed maintenance schedule in their responses or to confirm that they will be able to agree to meet these requirements.

E. Liquor License

Any successful operation of the food and beverage operations included in the Golf Course Facilities will require a liquor license. Liquor is currently served under license held by Chartwells, BEI's dining services contractor. The successful Proposer must to obtain its own license or otherwise contract with others to ensure the ability to provide this important service.

F. Pest Control Applicator's License

Any contract that will result from this ITNV will require that the contractor will ensure that the application of all fertilizers and pest control material is accomplished directly or under the control of a person or entity with a current Pest Control Applicators License. Evidence of this license must be submitted in connection with the contract process and be on file with BEI prior to the commencement of the contract.

Section IV

ITN INFORMATION AND INSTRUCTIONS

A. ITN Information

- Proposals must be made in the official name of the firm or individual under which business is conducted and must be signed by a person duly authorized to legally bind the person, partnership, company or corporation submitting the proposal. The submittal of a proposal by a Respondent will be considered by UWF as constituting an offer by the Respondent to provide the services for UWF at the rates provided therein.
- Respondents shall be of known reputation and shall have sufficient experienced and qualified personnel to adequately perform the prescribed service.
- By submitting a proposal, the Respondent agrees to be governed by the terms and conditions as set forth in this document to include all attachments. Any proposal containing variations from terms and conditions set forth herein may, at the sole discretion of the University, render such proposal unresponsive.
- All provisions of this Invitation To Negotiate and the successful Respondent's proposal, as mutually agreed upon by subsequent negotiation, provide the specifications for, and obligations of both parties to be executed by any duly authorized representative(s). The following shall constitute the contract agreement:
 - UWF ITN document
 - All addenda issued pursuant thereto
 - Respondent's proposal
 - UWF Contract to include all clarifications & negotiated modifications to Respondent's proposal
 - Terms that may be expected to be included in any contract resulting from this ITN are set forth in Attachment B hereto. Proposers should indicate in their proposals if they foresee any objections to any of these contract terms.

B. Submittal instructions

Please attach responses in tabbed sections as described below:

The original proposal and all copies should be on 8 ½ x 11 test weight paper, using binding and tabs as described in this section that will facilitate the distribution and evaluation of the proposals.

- Submit six (6) copies of the offerors' proposal in hard copy form, together with electronic copy of the proposal (in Microsoft Word or Adobe pdf format either on a CD, or a flash drive). All copies should contain the signature of the authorized person signing the proposal.
- The copies of the response shall be in a standard size three (3) ring binder or binders, tabbed and numbered as described below.

- The response binders shall be provided in a carton or cardboard box. The outer carton of the response shall include the ITN number, name and due date.
- Each offer's response shall include the information and required submittals described, tabbed and numbered as shown below, with all information appearing in the Tab in which it was requested. Failure to submit any part of the documentation listed shall be grounds for disqualification of a response.

Tabular Format

Responses shall be tabbed and headed exactly as outlined in each section, and the required information shall be provided in the section under which it was requested by BEI. Responding companies may not combine or reorganize the headings and/or requests for information, or indicate that the information will be included in another section.

When submitting your response for each Tab, please repeat BEI's question or information request as shown in this addendum and then supply your answer.

- Questions and requests for information **may not** be rearranged, regrouped, or divided in any way.
- All information and required submittals requested SHALL BE in hardcopy and included in your written response.

Responses shall not refer BEI to electronic media such as websites, cd's, disks, or tapes in order to obtain the required information or submittals.

Failure to adhere to this condition may cause your response to be rejected without further evaluation.

- Information submitted that is not requested by BEI may be considered to be supplemental, not subject to evaluation by the committee members.
- If there is any information or required submittals which due to size or binding cannot be incorporated following the proper tab, the offeror must provide information following the numbered tab, telling the evaluator where the information can be found in the response.

Tab A: ITN Acknowledgement Form & Any Addenda

Completed and signed ITN acknowledgement form, and signed and completed acknowledgement forms for any addenda issued.

Tab B: Proposer Experience and Resources

1. Describe your company's experience in providing management, operation and maintenance services for comparable country club and golf course facilities and detail how many years of experience your company has in the ownership or management of the type of facilities described in this ITN.

2. Provide at least three (3) references for the services you have provided to other similar country club and golf course facilities.
3. Provide current information about the size and organization of your company such as: number of employees and locations (nationally, regionally, and locally).
4. Provide last three years of financial statements that include income statement and balance sheet for each year. A condensed balance sheet and income statement such as provided in Dunn & Bradstreet reports will suffice.

Tab C: Golf Course Facilities Management and Operations Proposal

1. Personnel

- a. Describe the personnel you will assign to the total Golf Course Facilities operations and maintenance. All Golf Course Facilities staff/employees will be employed by the Proposer and shall not be employees, agents or independent contractors of BEI or the University. The Proposer shall use reasonable efforts to maintain the current employees, and must contemplate an on-site golf pro and food and beverage supervisor as part of its personnel proposal. BEI reserves the right to approve of the General Manager of the facility to be retained by the Proposer.
- b. The Successful Proposer is expected to include proposed Golf Course Facilities staff members in presentations if the firm is asked to appear for an interview following proposal submissions.
- c. The Successful Proposer will operate at the facility in accordance with BEI and University non-discrimination practices.

2. Services

Attachment B – Desired Services sets forth a list of services BEI hopes to obtain from the Successful Proposer. Please describe your interest and ability to provide these services.

3. Marketing / Customer Service

- a. Please describe your plans for marketing and promoting the Golf Course Facilities.
- b. Describe your specific understanding of the City of Pensacola, Escambia County and the Northwest Florida area's history and status as a host market for golfing events, and provide both your interpretation of this history and status as well as your strategies for impacting this status in a positive manner.

4. Current Obligations

- a. How would you propose to address current contracts between BEI and Golf Course Facilities vendors? (**See Schedule 3 - Current Golf Course Contracts**)

Tab D: Value-Added

What type of value-added services could you offer BEI that sets you apart from other service providers? More specifically BEI is looking for any type of incremental and/or unique service/product/idea that could be offered to, shared with and/or incorporated into the University community that could make your company stand out.

Tab E: Financial Options

Please outline your proposed financial options. BEI's goal in entering into a contract for lease or management of the Scenic Hills Golf Course Facilities is to protect this important asset and to continue to make the asset available for community recreation and education. BEI's goal is for the Proposer to pay all costs involved in operating and maintaining the Golf Course Facilities, together with paying an amount to BEI to support BEI's capital investment and fixed costs and provide an attractive return on investment. BEI requests the Proposer to tailor its proposal accordingly. Wherever possible, all aspects of the required compensation proposal submission should include references to specific revenue and expense types as a means of providing clarity of understanding and analysis for the review committee

Your response should include, but not be limited to the following:

- A description of the company's standard approach, policies and procedures for financial management. The Proposer will be required to maintain accurate and complete financial records, and shall provide BEI with financial statements within 120 days of the close of each fiscal year.
- What financial terms would your company propose?
 - Lease or other form of Contract
 - Length of term of Contract
 - Financial return to BEI
 - Provide a description of the financial outcomes you envision for the facilities
- Please describe your plans and capabilities for making capital investments in the Golf Course Facilities over the course of the proposed lease or long term management and operations contract.

Tab F: Joint Venture Respondents Only

Duplicate the Certification form signature block and have a principal or officer sign on behalf of each party to the joint venture. Enclose a copy of the joint venture agreement, which specifically states the percentage of fee to be earned by each party and each party's role in the project. Provide answers to the following questions:

1. Describe the division of responsibilities between the participating firms, the offices (location) that will be the primary participants, and the percent interest of each firm.
2. Why does the Respondent feel that a joint venture will best serve the needs of this project?
3. How many projects has the joint venture performed together?
4. Which of the key personnel have worked together before?

Section V

EVALUATION, NEGOTIATION, AND CONTRACT AWARD

A. Evaluation Criteria and Process

1. Criteria:

Because this is an Invitation to Negotiate, no specific point values will be assigned to responses, however BEI's determination of the short list of proposers with whom negotiations may continue will be determined from the following evaluation factors and criteria that will be considered during the evaluation process in no particular order or weighting:

- a. Proposer's ability to articulate, address, and outline its plan to meet and accomplish the ITN Goals & Objectives of BEI for the services;
- b. Proposer's ability to incorporate and describe responses to the ITN Questions for the services;
- c. Proposer's relevant experience, qualifications, and previous success in providing similar services as identified in the ITN;
- d. Proposer's references from current or former clients;
- e. Proposer's business plan related to the services and the benefits received by course members, BEI, and the students, faculty and staff of the University;
- f. Proposer's proposed contractual terms which would govern the relationship between BEI and the successful Proposer;
- g. Proposer's creativity and overall approach in proposing innovative and market-specific ideas and techniques for establishing, maintaining and perpetuating the facilities, competitive position, and marketing plan for generating publicity and increased attendance for the Golf Course Facilities;
- h. Proposer's ability to demonstrate financial stability and satisfy all requirements of the proposed Contract for the term of the Contract, including ability to operate and maintain the Golf Course Facilities in a first class manner.

2. Evaluation Process

BEI will establish an Evaluation Committee comprised of representatives knowledgeable about the services and intent of the ITN to evaluate all proposals. The purpose of the Committee and evaluation process is to objectively review, discuss, and analyze submitted proposals and to narrow the list of Proposers to those firms which present the best proposal and are best qualified to provide any and all of the services outlined in the ITN.

The Evaluation Committee will evaluate and provide a consensus opinion of all initial responses. The responses most closely aligned with the preferred requirements or offering a solution that is determined to be desirable and in the best interest of BEI by the Evaluation

Committee will be invited into the negotiation process. After all negotiations are complete, the Evaluation Committee will make a recommendation to the CEO of BEI on the respondent(s) whose overall response best meets the needs of BEI and the University of West Florida. Multiple awards may be necessary to accommodate BEI requirements.

As the best interests of BEI indicate, after initial written responses have been evaluated, the following negotiation process will be utilized:

The Evaluation Committee may determine a short list of two or more companies with whom to enter into negotiations. A failure of the respondent(s) to provide a solution based on the overall preferences may be grounds for exclusion from the short list.

The Evaluation Committee reserves the option to begin negotiations either concurrently with the respondent(s), or sequentially whichever is in the best interest of BEI. The negotiation process will work toward finalization of a contract that satisfactorily addresses the needs and requirements of BEI as set forth in this ITN document.

In the event negotiation with all short list respondent(s) is unsuccessful, the Evaluation Committee reserves the option of reviewing all submissions, and to enter negotiations with non-short list respondent(s).

At the conclusion of this negotiation process, selected firms will be asked to submit a written best and final offer, to memorialize all agreements reached during negotiations and to extend additional benefits to BEI if desired. An invitation to submit a best and final offer is not automatic. The negotiation process will end upon submission of the "best and final" offer and respondent(s) will not be allowed to make further adjustments to their offer or communicate further with the Evaluation Committee, except to respond to requests for clarification from the Committee using the BEI Sole Point of Contact. The recommendation of the Evaluation Committee will be based upon the initial written response, negotiation sessions, and best and final offers. The Award(s) shall be made to the responsive and responsible firm whose proposal is determined to be the most advantageous to or in the overall best interest of BEI, taking into account the following evaluation criteria. The Evaluation Committee reserves the right to reject any or all responses submitted. The Evaluation Committee also reserves the right to make single or multiple awards.

BEI reserves the right to reject any and all proposals or any part thereof, to waive informalities, and to accept and further negotiate the proposal(s) deemed most favorable and beneficial to BEI. Such rejection or waiver by BEI shall be without liability of any kind or amount to BEI. Incomplete proposals may not be considered in the evaluation.

BEI reserves the right to, but is not obligated to, request and require that each Proposer provide an in-person formal presentation of its proposal at a date and time to be mutually determined.

BEI reserves the right to inspect and investigate thoroughly the establishment, facilities, equipment, business reputation and other qualifications of the Proposer and any proposed subcontractors and to reject any proposal irrespective of pricing and financial terms if it is determined that the Proposer is deficient in any of the essentials necessary to assure acceptable standards of performance in the services of this ITN.

BEI reserves the right to refrain from notifying the unsuccessful Proposers that their proposals have not been awarded by BEI until after BEI has entered into a binding agreement with the successful Proposer.

After an award is made, the entire Contract between BEI and the successful Proposer, if any, shall consist of the Contract document which shall be substantially the same as 1) the terms, conditions, and specifications of the ITN; 2) the documents issued by BEI and collectively constituting the ITN and 3) the proposal document submitted by the successful Proposer.

B. Right to Make Multiple Awards, etc.

BEI reserves the right to make multiple awards upon consideration of ITN responses. BEI also reserves the right to reject all proposals or cancel the ITN process at any point. Proposers shall be totally responsible for all costs incurred in the preparation of proposals or participation in this ITN process.

C. Joint Ventures

Respondents submitting an application as a joint venture are required to submit a copy of its joint venture agreement. See Tab F under Submittal Instructions below. **(Note: When firms are applying jointly for a project, they must have formed a joint venture. Firms apply as “Associations” without a joint venture agreement will be disqualified.)**

Schedule 1 – Maintenance Schedule

FY 15/16 Scenic Hills Country Club - Task and Frequency Plan												Created	7/2/2015
Task	Jan.	Feb.	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Sub-Total
Golf Course Tasks													
Fertilize Greens			X	X	X	X	X	X	X	X	X	X	0
Fungicide Greens-Chemicals	X	X	X	X	X	X	X	X	X	X	X	X	0
Aerate & Verticut Greens					X	X	X	X					0
Topdress Greens			X	X	X	X	X	X	X				0
Topdress Tees					X								0
Aerate Tees					X								0
Top Dress Practice Range Tee					X		X		X				0
Pre-Emergent Fertilizer Applications				X		X				X			0
Mole Cricket Control					X								0
Growth Regulator- Chemicals						X	X	X					0
Weed Control-Chemicals	X	X	X	X	X	X	X	X	X	X	X	X	0
Edge Bunkers			X			X			X				0
Edge Cart Paths	X												0
Overseeding										X			0
Preventative Maintenance on Golf Course Pumps			X										0
Liquid Pre-Emergent												X	0
Clubhouse Landscaping			X		X	X	X	X	X				0
Drainage Projects- Holes #12, &16	X											X	0
Annualized Course Plan	0	0	0	0	0	0	0	0	0	0	0	0	0

SCHEDULE 1. CONTINUED

MINIMUM MAINTENANCE STANDARDS

1. PUTTING GREENS

Overview: All of the putting greens are to be maintained to provide a full and uniform turf cover along with a firm but not hard surface condition. An integrated pest management program will be used at all times to maintain a weed-free condition and prevent insect and disease damage. Mowing patterns must be established to ensure straight lines and neatly defined perimeters. Integrated surface management practices (mowing, rolling, verti-cutting, brushing, and topdressing, etc.) shall be conducted to provide a consistent smooth and true ball roll and a speed in the range of 9.0 to 10.0 feet as measured using a USGA Stimpmeter. During periods of reduced growth or environmental stress, conservative procedures are acceptable.

Mowing Equipment – Triplex mowers.

Mowing Frequency – Seven times per week.

Type of Turf – Champion Bermuda grass

Height of Cut – 0.140” to 0.190”

Vertical Mowing – Every two weeks when sustained turf growth is occurring. Also to aid in minimizing grain, mower mounted brush or groomer attachments should be routinely used throughout the year.

Topdressing – Every two weeks when sustained turf growth is occurring and preferably following vertical mowing. The topdressing sand must have the same particle size distribution as the root zone mix of the putting greens and also conform to USGA guidelines. An application rate of 0.5 to 1.0 cubic feet per 1,000 square feet should be used for routine topdressing and the sand uniformly incorporated into the turf canopy.

Turfgrass Growth Regulator – Applications should be conducted on an every five to seven day interval when sustained turf growth is occurring or as recommended by manufacturer.

Hole Locations – Hole locations will be changed five (5) times per week using a written rotation plan. Cup liners, flag poles and flags are to be uniform, clean and in good repair.

Ball Marks – Repaired daily and preferably prior to routine mowing

Aeration – The summertime core aeration program should be designed to impact a minimum of 15-20% of the total putting surface area annually. ***The number of aerifications, tine type & size, spacing and timing need to be carefully planned. Our unique situation is that it is normally too cold to do an aerification before the middle of May, but yet the last one needs to be done around the first week of August so the greens are back in excellent condition before September 1.*** The aeration cores and debris generated should be completely removed and then sufficient topdressing sand applied and incorporated to backfill the holes to at least 90% to 95% of their capacity. Supplemental aeration can be scheduled as needed using spiking, slicing or small diameter solid or hydro-injecting coring tines, and the use of a Turf-Brush.

Winter Over-seeding – The greens WILL NOT be over-seeded.

2. PUTTING GREEN COLLARS, APPROACHES, CUTOUTS AND TEES

Overview: Through the putting green collars, approaches and on the tees, a full, dense and smooth turf cover is to be maintained. An integrated pest management program will also be employed to maintain a weed-free condition and prevent insect and disease damage. The tee markers will be moved daily to prevent excessive divot and wear damage. The tee markers will be rotated in a consistent pattern with the putting green hole locations.

Mowing Equipment – Triplex putting green or trim mower.

Mowing Frequency – Two times per week when sustained turf growth is occurring and at least one time per week during the winter.

Height of Cut – 0.5”

Divot Repair – On the tees divot damage will be filled with topdressing sand a minimum of two times per week in a manner to encourage rapid turf recovery and maintain a level surface condition.

Cultural Practices – The putting green collars, approaches and tees will be core aerified based on a determination made by the superintendent and the General Manager during the growing season. If it is determined that a core aerification is necessary during the growing season, 0.5 to 0.75 inch diameter tines will be used. Upon completion of the aerification process, a medium to heavy application of top dressing sand will be applied. Periodic supplemental verti-cutting and topdressing to control thatch/organic matter accumulation and in turn maintain a smooth, dense turf cover and firm surface condition may also be required.

Collar Edging – The interface between the outside edge of the putting greens and the collars should be mechanically edged at least every two weeks throughout the growing season to prevent Bermuda grass encroachment. The Bermuda grass stolons should be subsequently removed by hand. Furthermore, the edging, mowing and maintenance programs should be completed in a manner to preserve the original size and shape of the putting greens, collars and tees.

Winter Over-seeding – The putting green collars, approaches cutouts and tees WILL be over-seeded, State certified 98% weed-free. Over-seeding establishment should be undertaken in late October to November with appropriate blend of seed. Seeding rates will be dependent on the grass species selected. In the spring and once sustained Bermuda grass turf growth is occurring, a program using a combination of mowing, verti-cutting and fertilization will be used to actively transition out the over-seeding cover at the same rate that the base Bermuda grass is able to fill in and maintain coverage.

3. FAIRWAYS

Overview: Throughout the fairways, a smooth uniform turf cover with well-defined perimeters that provides support of the golf ball for play should be maintained. The repairing of the fairway divots will be required. A combination of pre and post-emergent herbicides should be used in an annual program to maintain an acceptable (80% to 90%) level of weed control. A consistent management plan, which includes the specific materials, active ingredient, application rate and application timing, shall be submitted annually by the Proposer for review and approved by the General Manager. Given the potential for turf damage by mole crickets, the plan shall include treatment of a minimum of 100 acres of primary play area with an insecticide such as Fipronil or equal. Fairways WILL NOT be over-seeded in the winter.

Mowing Equipment – Self-contained five-gang mowers with hydraulic operated reels.

Mowing Frequency – Two times per week when sustained turf growth is maintained a clean presentation through the fairways.

Height of Cut –.05“

Growth Regulator – Use of a turfgrass growth regulator such as Trinexapacethyl, **PRIMO** with treatments being conducted at four-week intervals, or as recommended by the manufacturer, from April through October, is strongly encouraged. This will be sufficient as long as no more than 1/3 of the total leaf surface area is removed in a mowing.

Employment of a treatment program and mowing frequency of two times per week will be sufficient. The approach areas of the putting greens and tees in the fairway treatment program is also encouraged; however, a mowing frequency of two times per week in the approaches should still be employed.

Cultural Management Practices – The fairways and immediately adjacent perimeter roughs are to be core aerified one to two times during the summer to alleviate soil compaction and control annual thatch/organic matter accumulation. Supplemental core aeration or deep slicing of areas that experience very concentrated cart traffic may also be required. Verti-cutting of the fairways should be performed annually and this can be either a single severe or deep replication, or a series of lighter less disrupted replications. Along with the maintaining of proper thatch levels through the fairways verti-cutting is needed to produce and maintain a dense upright shoot growth character. To further aid in maintaining proper fairway conditions and prevent excessive grain, straight, diagonal and circle cutting mowing patterns should be routinely using an alternating basis.

4. **PRIMARY ROUGHS PUTTING GREEN AND TEE SURROUNDS**

Overview: The primary rough immediately adjacent to the fairways and 10 to 20 yards wide, along with the surrounds of the putting greens and tees should be mowed routinely to provide a uniform, clean and neat presentation along with an appropriate but not excessively penal character for average to high handicap golfers. Pest management programs for the putting green and tee surrounds should be sufficient to maintain a level of control comparable to the fairways proper.

Mowing Equipment– rotary trim mowers.

Mowing Frequency – When sustained turf growth is occurring the primary rough, putting green and tee surrounds should be mowed two times a week or a sufficient frequency so that the turf does not exceed a height greater than 2-inches. The remaining rough outside of these areas should be mowed a minimum of once per week when sustained growth is occurring.

Height of Cut (effective) – 1.5” to 2.0”

Cultural Practices – Core aeration or deep slicing to alleviate the buildup of soil compaction in locations where concentrated traffic occurs should be performed to prevent turf thinning or loss. In place of verti-cutting, the primary rough areas and surrounds should be scalped down to a height of cut of 1.0-inch or slightly lower annually in the late spring to early summer.

Winter Over-seeding – The putting green surrounds WILL be over-seeded. State certified 98% weed-free. Over-seeding establishment should be undertaken in late October to November with appropriate blend of seed. Seeding rates will be dependent on the grass species selected. In the spring and once sustained Bermuda grass turf growth is occurring, a program using a combination of mowing, verti-cutting/scalping and fertilization will be used to actively transition out the over-seeding cover at the same rate that the base Bermuda is able to fill in. Primary roughs and tee surrounds WILL NOT be over-seeded.

5. **BUNKERS**

Overview: The bunkers will be maintained to provide a clean, well defined, weed-free presentation along with a reasonably consistent play character with each bunker through the golf course. A minimum sand depth of 4-inches should be maintained in the base of the bunkers. It is preferred that rakes be placed outside of the bunkers and parallel to the line of play.

Raking Frequency – All greenside and fairway bunkers will be raked three times per week. It is preferred for bunkers to be mechanical sand raked.

Edging – Mechanical edging of the bunker perimeters should be performed as needed throughout the year so that the margin of the hazard is always well defined.

Perimeter Mowing – Any perimeter turf areas that cannot be cut as part of the routine mowing frequencies will need to be regularly mowed using a “fly-mow” type unit or string head trimmer to maintain a manicured appearance at all times. When sustained turf growth is occurring during the summer, a mowing frequency of once per week may be necessary.

Sand Depth – The depth of the bunker sand should be maintained to an approximate 4-inch material depth in the base of all bunkers.

6. **PRACTICE AREAS**

Overview: Practice putting/chipping greens will be maintained so that the same condition and quality as the regular putting greens is provided. Natural surrounds and cutouts in the practice area will be maintained to provide a similar condition as the golf course.

7. **FERTILIZATION**

Overview: Fertilization of the putting greens, tees, fairways and roughs will be performed in accordance with Best Management Practices and based on annual soil and irrigation water quality test results. Soil samples shall be taken from nine representative putting greens, tees and fairways in the spring and fall of each year. In order to have a historical perspective and develop a database of soil fertility, it is requested that an odd and even hole sampling format be used. The samples shall be submitted to a chemical soil testing laboratory for analysis of nutrient content including phosphorus, potassium, calcium, sulfur, magnesium, zinc, manganese, copper, iron, and boron. Additional properties that shall be tested include PH, soluble salts (EC), and cation exchange capa (CEC). The results of the soil tests will then be used to formulate the fertilization program on the basis of maintaining sufficient levels of available nutrients (SLAN) in the soil.

A representative sample of the irrigation water shall also be submitted annually for analysis. The test shall include an analysis for soluble salts (TDS or ECw), sodium absorption ratio (SAR), pH carbonate, and bicarbonate levels. The Proposer is required to submit a copy of the soil test results along with a proposed annual fertility program to BEI during the 1st quarter of each year. The quantity of phosphorus, potassium, magnesium, calcium, sulfur, soil amendments and micronutrients shall be based on the result of the annual soil tests and the observations and expert opinion of the Superintendent in council with the General Manager. The timing and application of nitrogen shall be based on the turf cultivar and use of the intended area (i.e. putting green, tee, fairway or rough). The goal is to support sustained healthy growth and consistent proper playability while at the same time maintaining a reasonable color plus resistance to pest and weed invasion. Based on hosting heavy play on a year round basis, the following nitrogen fertilization rates are suggested as minimum application rates:

Putting Greens – 6 to 8 pounds of actual nitrogen per 1,000 square feet per year.

Tees - 4 to 6 pounds of actual nitrogen per 1,000 square feet per year.

Fairways – 4 to 6 pounds of actual nitrogen per 1,000 square feet per year.

Roughs – 2 to 3 pounds of actual nitrogen per 1,000 square feet per year.

With the putting greens and tees, a combination of granular and liquid fertilizer formulations can be used in a “spoon feeding” program and depending on the materials utilized, applications made on an every 7 to 21-day interval. For all Bermuda grass fairway and primary rough areas, bulk granular fertilizer formulations should be used with the majority of the nitrogen being in a slow- release form. The nitrogen release rate will need to be taken into consideration in determining application frequency. Supplemental fertilization will need to be performed as needed to reestablish full dense turf coverage in weak or damaged locations. Based on soil test results, other amendments may be required to maintain a soil pH in the range of 6.0 to 7.0 and facilitate leaching of salts out of the root zone.

8. **IRRIGATION**

Scheduling – The automatic irrigation system shall be monitored and adjusted daily according to the needs of the turf and changes in weather patterns. The goal should be to promote healthy turf growth and dry, firm playing conditions with minimal wet spots.

Hand Watering – Hand watering shall be accomplished as needed on a daily basis to address any localized dry spots on the putting greens and tees.

Irrigation System Maintenance and Repairs – Downstream of the pressure regulating valve, the Proposer will be responsible for maintaining and repairing the irrigation system, including, but not limited to controllers, heads, isolation valves, satellites, master controller, wiring, hydraulics, etc.

The Proposer shall be responsible for the daily operation of irrigation Pump Stations for the golf course irrigation needs. Maintenance of the irrigation pumps and distribution system on the golf course shall be the responsibility of the Proposer.

9. PEST MANAGEMENT

General pest management standards are covered in the individual putting green, tee, fairway and rough sections. It is understood that pest pressure is very high in Florida and also that eradication of weeds and other pests is economically and environmentally impossible. However, with the putting greens it is required that a weed-free condition be maintained and also appropriate preventative treatments be conducted so that turf damage and loss due to insects and diseases does not occur. Through the rest of the primary play areas, maintaining 85% - 90% control of pests is desired and considered an acceptable level. A pest management plan must be submitted annually to BEI.

10. EQUIPMENT MAINTENANCE AND REPAIR

The Proposer will be responsible for preventative maintenance in accordance with all manufacturer guidelines and repair of the equipment. The equipment technicians are required to attend manufacturer workshops and seminars to stay up to date on the latest trends and repair of equipment. An equipment maintenance and repair log will be maintained and available for review on a monthly basis by the General Manager.

11. CART PATHS

All cart paths shall be mechanically or chemically edged as needed to maintain a neat appearance and definitive lines. Debris and overhanging branches shall be attended to on a daily basis.

12. SERVICE

In addition to changing of hole locations and tee marker positions as described in the putting green and tee sections, the Proposer is responsible for all trash removal and servicing ball washers on the course. The ball washer soap will be changed at a minimum of once per week during the entire year. Replacement of all tee and putting green supplies will be responsibility of the Proposer.

13. **DEBRIS**

When the golf course is open for play, any vegetation debris or trash will be picked up. The debris will be hauled to the appropriate areas of disposal. A burn pile is provided on the golf course. It is the responsibility of the Proposer to obtain the proper burn permits.

14. **MAINTENANCE RECORDS**

Accurate maintenance records shall be kept by the superintendent and furnished to the University by the first day of each month.

Weekly Records – A weekly checklist shall be developed to record the frequency of mowing operations, vertical mowing, changing of holes and tee marker locations, as well as notations of any special problems.

Monthly Records – Monthly records shall include a list and description of any special projects completed on the golf course, a list of repairs, the irrigation system report and a detailed report of fertilizers and pesticide applications.

Annual Maintenance Plan – The Proposer shall formulate an annual maintenance plan that includes scheduled dates for core aeration, broad-scale pesticide application (e.g. pre-emergent or post-emergent herbicide applications) and any other duties that will result in significant disruption to the golf course. The plan shall be coordinated with the annual tournament schedule to avoid conflicts. The FY2015/2016 Turf Plan is attached.

15. **PERSONNEL**

Superintendent – The Proposer shall maintain a full-time GCSAA Class A superintendent on site during normal working hours to direct and supervise the maintenance staff. The superintendent shall also maintain a current Pest Control Applicators License and directly supervise the application of all fertilizers and pest control materials. Maintenance of all records and pesticide use reports are the responsibility of the Superintendent, a copy of which shall be submitted monthly to the General Manager.

Staff – The Proposer shall also provide a well-trained and experienced staff to perform the duties and functions of the maintenance contract. All work shall be performed in accordance with industry standards and applicable safety regulations. All maintenance work shall be performed so as not to unduly disturb golfers.

16. **LANDSCAPE AREAS**

Clean-up – The golf course and clubhouse areas shall be policed daily and maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.

Weed Control – All plant beds and tree rings shall be maintained free of weeds or grass to the extent it is possible with either mechanical or chemical means. Any area that has been chemically treated for weed control must have any unsightly dead vegetation removed.

Flower Beds – Annual flowerbeds will be planted with appropriate plant material to provide a vibrant color display around the clubhouse, clubhouse entrance and its containers near the clubhouse and other specified beds. The “SHCC” shrubs at the intersection of Nine Mile Road/Scenic Drive will be pruned and weeded quarterly. The annual flowerbed at the intersection of Nine Mile Road/Scenic Drive is maintained by the SH Women’s Flower Garden.

Edging – The Proposer shall neatly edge the trim around all plant beds, curbs, streets, trees, plant buildings, etc., and maintain the shape and configuration of all plantings. All walks, drives, cart paths, and parking lots shall be immediately blown or vacuumed following edging. All paved areas and walks (hardedges) shall be edged as needed.

String Trimming –Areas inaccessible to mowing machinery shall be maintained with string trimmers or chemical means as environmental conditions permit. Extra care will be given when trimming around wooden or painted signs to minimize damage to BEI’s property.

Fertilization – Plant beds, shrubs, woody-ornamental and ground covers shall be fertilized two times per year to maintain good appearance and color using a balanced analysis such as 8-10-10 with a good minor nutrient content. Nitrogen sources shall consist of a minimum of 40% slow release product. Fertilizer will be applied to supply approximately four (4) pounds of actual nitrogen per year.

Insect and Disease Control – Plants will be treated chemically as required to effectively control insect infestation and disease as horticultural and weather conditions permit. The Proposer will implement an Integrated Pest Management Program to minimize the use of pesticides. The Proposer must possess an active Restricted Pesticide Applicators License issued through the Florida Department of Agriculture and Consumer Services. Only trained operators will be allowed to apply agricultural chemicals. Application logs must be maintained on the property along with Material Safety Data (MSDS) sheets for each approved product.

Mulching – All stipulated beds shall be maintained with a 3-inch layer of mulch. Mulch material shall consist of premium grade cypress bark mulch. Pine straw mulch may be used for slope beds where bark mulch may wash out. Any other material must first be approved by BEI.

17. LANDSCAPE MAINTENANCE (NON-GOLF AREAS)

Clean-Up – The golf course, clubhouse, restaurant, and parking areas shall be policed daily and maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.

Weed Control – All plant beds and tree rings shall be maintained free of weeds or grass to the extent it is possible with either mechanical or chemical means.

Trimming – Plant material fifteen (15) feet tall or less (trees, shrubbery and ground covering) shall be trimmed as necessary to provide for good appearance, protection from wind and insect damage. Trees taller than fifteen (15) feet including palm trees will be pruned, as necessary, under a separate agreement. Trees shall be pruned of all sucker growth and small horizontal branching (3 feet branch diameter or less) to a height of eight (8) feet from the ground, for clearance of mowing equipment and golf cart traffic. The structure and shape of trees being pruned or trimmed shall be given first consideration for horizontal branch pruning.

Fertilization – Plant beds, shrubs, woody ornamentals, and ground covers shall be fertilized two times per year to maintain good appearance and color using a balanced analysis such as 8-10-10 with a good minor nutrient content. Nitrogen sources shall consist of a minimum of 40% slow release product. Fertilizer will be applied to supply approximately four (4) pounds of actual nitrogen per year.

Insect and Disease Control – Plants will be treated chemically as required to effectively control insect infestation and disease as environmental, horticultural and weather conditions permit. The Proposer will implement an Integrated Pest Management Program to minimize the use of pesticides. The Proposer must possess an active Restricted Pesticide Applicators License issued through the Florida Department of Agriculture and Consumer Service. Only trained operators will be allowed to apply agricultural chemicals. Application logs must be maintained on the property along with MSDS sheets for each approved product.

Flower Beds – All annual flowerbeds will be planted with appropriate plant material to provide a constant vibrant color display.

Mowing – Grass areas will be mowed at a frequency that provides a continuous detailed manicure look. Edging, trimming and clean-up will accompany the mowing operation.

18. ADDITIONAL MAINTENANCE AREAS

Golf Course Supplies – The Proposer will be responsible for all replacement of flag sticks, flags, cups and tee markers.

Restroom – The Proposer will be responsible for maintenance of the on-course restroom.

19. UTILITIES

The Proposer shall be responsible for payment of all utility charges, including electrical, power, water, telephone, internet service, waste management, etc. to the facilities.

SCHEDULE 2 – EQUIPMENT SCHEDULE

REVISID: 10-1-15

EQUIPMENT LIST

Scenic Hills Country Club Equipment Inventory						
Item #	Year	Model	Description	Serial Number	Equip. Condition	
OWNED						
1	2006	Greens King IV Plus	Jacobsen Greens Mower	6228904181	Operational	
2	2006	Tri-King 1900D	Jacobsen Slope Mower	6704305108	Operational	
3	2006	LF-3800	Jacobsen Fairway Mower	6794701963	Operational	
4	2000	Turfcat	Jacobsen Front Rotary Mower	94671300193	Operational	
5	2005	M4800	Kubota Tractor w/ Front Loa	11956	Operational	
6	2006	Greens King IV Plus	Jacobsen Greens Mower w/ Groo	6228904345	<u>Pending Sale</u>	
8	2006	Spraytek DS-300	Jacobsen Sprayer	242906	Operational	
9	2006	Greens King IV Plus	Jacobsen Tee Mower	6228804426	Operational	
10	2007	AR-5	Jacobsen Mower	68080022433	Non-operational	
11	2006	Wide Spin 1530	Turfco Spinner Top Dresser	G00155	Operational	
12	2006	Tournament X-Press	Smithco Roller	T1203	Operational	
13	2006	Buffalo Blower	Buffalo Turbine Blower	13417	Operational	
14	2013	4WD Cart w/Top Dresser	Jacobsen Utility Cart	Serial Number Needed	Operational	
15	2008	EZ Go	Cushman Utility Maintenance Cart		Operational	
16	2008	EZ Go	Cushman Utility Maintenance Cart		Operational	
17	2008	EZ Go	Cushman Utility Maintenance Cart		Operational	
18	1995	John Deere 1070	Tractor - non-operational		<u>Pending Sale</u>	
19	2006	5' 3 Pt. Bush Hog	Bush Hog Cutter		<u>Operational</u>	
LEASED						
1	2013	Precedent i2	79 - Club Car golf carts	On file w/company	Operational	
2	2013	Turf 2	1 - Club Car Turf Utility Beverage Cart	RG1316360298	Operational	
3	2015	30857N	1 - Toro Groundsmaster 4500-D Tier 4i		Operational	
4	2015	03676N	1 - Toro Reelmaster 5510-D Tier 4i		Operational	
5	2015	4358	1 - Toro Greensmaster 3150-Q		Operational	
6	2013	Club Car	1 - Utility Maintenance Cart-Range Picker		Operational	

SCHEDULE 3 – CONTRACTS SCHEDULE

Scenic Hills Golf Course, Grille & Club Agreements

<u>Item</u>	<u>Provider</u>
Bank Deposits	Brinks
Electronic Digital Signage	EDN
Golf Cart Lease	VGM Financial Services
Human Resources	Landrum
Pest Control	Ecolab
Security Alarm	Panhandle Alarm
Turf Equipment Lease	TCF
Waste Service	Waste Management Inc. of Florida

Copies of these contracts are available from the BEI Sole Point of Contact upon request.

Schedule 4 - Desired Services

The following list of desired services that would be requested under this ITN. The list is not intended to be all inclusive or necessarily required but rather to reflect common normal day-to-day operations. Other items may be added or removed as talks with Proposers progress. Please note that BEI will consider joint Proposers who will handle one or more of the aspects outlined herein for a total management package.

1. The Proposer will act as the sole manager and operator of the Golf Course Facilities, which includes all aspects of the Facilities day-to-day operations including catering, food and beverage services, purchasing, accounting systems, payroll, internal controls, fiscal policies/procedures, fire prevention, security, crowd control, facility repairs, preventative maintenance, janitorial services, promotions, advertising, energy conservation, security, event booking, parking, personnel and general user services.
2. Management and responsibility for all aspects of the Golf Course Facilities day- to-day maintenance, janitorial and event cleaning, repairs, and general improvements to the interior space and systems (mechanical, electrical, and plumbing) and immediate external surroundings so as to ensure that the Golf Course Facilities are operated and maintained in a first class manner;
3. Optimize and maximize the use of financial resources by generating revenues and prudently managing costs in an effort to provide the greatest possible financial return to BEI while at the same time balancing, supporting, and enhancing the educational values and mission of the University.
4. Promote the Golf Course Facilities and Golf Course Facilities events through effective advertising, marketing, and public relations to increase interest, support, and attendance at such events;
5. Develop and conduct short term and long term maintenance programs and recommendations for capital expenditure and deferred maintenance planning to optimize and ensure the longevity, life, and usefulness of the Golf Course Facilities.
6. Negotiate, coordinate and manage relationships and service agreements with contractors, firms, and suppliers;
7. Development and on-going maintenance of organizational chart, job descriptions, staffing, and compensation and benefits for the management and operation of the Golf Course Facilities;
8. Hiring, training and evaluation of full-time and part-time staff;
9. Implementation and provision of financial, budgeting, accounting, internal controls, payroll and other reporting systems;
10. Development and implementation of Golf Course Facilities event booking strategy and marketing plan including a launch and re-introduction plan of the Golf Course Facilities to capitalize on positive momentum and publicity. Such plan is to be created in conjunction with BEI representatives;
11. Regular participation as the Golf Course Facilities community liaison at events and activities, as well as, representation at local, regional, and national industry conferences and conventions;
12. Food service and catering;
13. Creation of event settlement and accounting policies, systems and procedures;
14. Introduction to and establishment of industry entertainment group relationships;
15. Development and coordination of relationships with media and marketing/promotions representatives and companies;
16. Development of detailed comprehensive Golf Course Facilities operating policies and procedures;

17. Development and preparation of annual budgets, financial update reports, and financial reporting requirements to be mutually agreed- upon with BEI, with the expectation that the contract will require BEI approval of annual budgets and quarterly status reports;
18. Development and implementation of business operations and financial management functions including areas of cash collections, event contract negotiation and execution, disbursements, purchasing, payroll, financial reporting, financial systems, general ledger and bookkeeping, and other internal control features;
19. Development of detailed maintenance and cleaning program including standard operating procedures;
20. Maintenance of pre-established standards of excellence in the areas of physical plant operation and physical appearance of the Golf Course Facilities;
21. Provide day-to-day management functions including, but not limited to:
 - a. General management: Overall operational responsibility for the Golf Course Facilities including opening/closing, administration, financial management, human resources, marketing/advertising, and coordination of the Golf Course Facilities operation with other service providers, clients, tenants, and interested parties;
 - b. Building operations: Day-to-day responsibility for the safety and security of the Golf Course Facilities and cooperation and coordination with maintenance and janitorial staff if separate from current Golf Course Facilities staff;
 - c. Management of other service contracts: Oversight of other service contracts (e.g. concessions, merchandising, etc.), as mutually determined;
 - d. Coordination with University of West Florida: BEI views the coordination of the activities at the Golf Course Facilities with the University's on-going programs as a substantial factor in furthering the educational purposes of the University and benefitting the community. The Proposer will be expected to develop a strong relationship between the management of the Golf Course Facilities and these programs;
 - e. Occupational Safety and Health Act (OSHA) – Meet and follow normal safety rules as recommended by OSHA such as safe handling of all equipment, chemicals, etc. Train employees on following all local, state, and federal laws and OSHA regulations and guidelines. Perform initial and ongoing training in relation to these items;
 - f. Code compliance: Responsibility for maintenance and all code compliance including, but not limited, to janitorial code compliance matters;
 - g. Coordination of warranties: Provide all services necessary to maintain all building and equipment warranties, including maintenance of all records necessary to track warranty dates;
 - h. Extermination program: Design and implement an extermination program for insects and rodents in all areas;
 - i. Trash and hazardous waste: Promptly remove trash and recycling from the property and properly dispose of such materials;
 - j. Ownership of data, documents, materials, and reports: BEI shall maintain ownership of all data, electronic files, documents, procedures, reports, estimates, summaries, and other such information and materials with respect to the Facility.
 - k. Operating manuals, handbooks and policies: The Proposer agrees to provide BEI copies of all operating manuals, employee handbooks, and policies, and to work in good faith to resolve any differences should BEI request changes in those documents.

- l. Business records: The Proposer will agree to keep and maintain reasonable and customary business records and to make them available to BEI for review.
- m. Ownership of the Facility: BEI will retain ownership of the Facility, including but not limited to real estate, technical equipment, furniture, displays, fixtures and similar property at the Facility. However, BEI will entertain proposals including an option to purchase or right of first refusal.
- n. The Proposer will be responsible for all replacement of flag sticks, flags, cups and tee markers.
- o. The Proposer will be responsible for maintenance of the on-course restroom.
- p. The Proposer shall be responsible for payment of all utility charges, including electrical, power, water, telephone, internet service, waste management, etc. to the facilities.
- q. The Proposer will prepare an annual marketing plan subject to BEI's approval and plan, prepare, implement, coordinate and supervise all public relations and other promotional programs for the Facility.
- r. Meetings: No later than two months after end of Proposer's fiscal year of operation, Proposer will provide an overview outlining the previous year's performance, national, regional, local trends, and performance goals for the upcoming year. In addition, BEI and Successful Proposer will have quarterly scheduled meetings that are mutually agreed upon to discuss performance, service and/or operational issues that need to be addressed.
- s. Additional services as agreed upon.