



## **The City of Seattle Department of Parks and Recreation**

**Jesús Aquirre, Superintendent**  
**Cheryl M. Fraser, Division Director**

### **REQUEST FOR PROPOSALS (RFP) FOR GROUND LEASE AND NEW JUNIOR GOLF CLUBHOUSE AT JEFFERSON PARK GOLF COURSE**

#### **MAILING ADDRESS AND CONTACT INFORMATION**

**Golf Administration Office**  
**Attention: Paul Wilkinson, Golf Manager**  
**1600 S Dakota St**  
**Seattle, WA 98108**  
[Pks\\_Jeff\\_Juniorgolfclubhouse@seattle.gov](mailto:Pks_Jeff_Juniorgolfclubhouse@seattle.gov)

**Proposals Due June 5, 2017 4:00 p.m.**

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### List of Abbreviations

ADA – Americans with Disabilities Act  
CGL – Commercial General Liability  
C of O – Certificate of Occupancy  
JPGC – Jefferson Park Golf Course

PGC – Premier Golf Centers

RFP – Request for Proposal

RCW – Revised Code Washington

RSJI – Race and Social Justice Initiative

SMC – Seattle Municipal Code

SPR – Seattle Parks and Recreation

WMBE – Women, Minority Business Enterprises

### **RFP Description**

The City of Seattle Department of Parks and Recreation is seeking proposals for a ground lease at Jefferson Park Golf Course, 4101 Beacon Ave S, Seattle, WA 98108 for the purpose of constructing, operating, maintaining and programming a new junior golf clubhouse.

### **SECTION I –INTRODUCTION**

The City of Seattle Department of Parks and Recreation (SPR) is seeking a qualified junior golf organization to expand and enhance the services available for junior golfers at Jefferson Park Golf Course (JPGC). The goal of this Request for Proposal (RFP) is to evaluate proposals for the design, construction operation, maintenance and programming a new junior golf clubhouse (the “Clubhouse”) at JPGC.

The City does not have designated capital funding for this project. As a result, SPR is seeking an organization that can make a significant capital investment in exchange for a long-term ground lease with associated concession rights. *All capital funding will be the responsibility of the successful proposer* (“Proposer”), however, SPR is prepared to offer a lease agreement (“Agreement”) with terms commensurate with the Proposer’s initial investment. Specific terms and details will be negotiated with the successful Proposer.

SPR is encouraging interested parties to work in partnership(s) to develop a comprehensive proposal. However, it is the intention of SPR to enter into an Agreement with only one Proposer. Proposals will only be accepted that have a designated sole lead entity or organization that is clearly defined. This entity or organization will be responsible for all aspects of the Agreement, including but not limited to, financing, design, construction, maintenance and operation of public programs for spaces within the Clubhouse.

Proposals should include architectural and engineering schematics, timelines for environmental surveys, historic preservation reviews, and a timeline for land use/building permits. To be selected, a proposal must include a team that demonstrates the ability and experience to successfully manage: 1) construction and site improvements, 2) any and all public programming described in the submitted proposal, and 3) the ongoing operation and maintenance costs associated with the new facility.

At the end of the Agreement term, all capital investments associated with the clubhouse will become the property of the City and will therefore be owned by the City. The building foot print will be located on or near the executive short nine course at JPGC. It is expected that the project will be subject to most, if not all, requirements for a public works project per SMC Title 20. Consideration should be given to cost impacts related to prevailing wage, project labor agreements, WMBE inclusion and apprenticeship requirements. Costs associated with site preparation should also be factored into your financial plan. Clubhouse location is expected to generally conform to the site location area identified in Attachment 1 and 1A. <http://www.seattle.gov/parks/about-us/do-business-with-us/current-opportunities/jefferson-youth-clubhouse-rfp>

### **SPR Golf Course Background**

The Seattle Junior Golf Association (The First Tee of Greater Seattle “First Tee”) has provided junior golf programming at SPR courses since 2002. In 2007, a new 10-year Agreement was approved (Ordinance 123406) in order for them to continue to provide junior golf programs. This Agreement will end in August of 2019. Currently, First Tee’s administrative offices and programs are located at the GPGC new clubhouse. In addition, the Bogey Bear Jr. Golf Foundation has offered free junior golf programs at JPGC to inner-city youth for students aged 7 through 17 since 1996. The students are not only taught the technical aspects of swinging a golf club, but character values like confidence, integrity and sportsmanship. Bogey Bear Junior Golf provides free lessons, equipment and range fees for participating youth.

SPR owns and maintains four golf courses (Jefferson, Jackson, West Seattle, and Interbay) and a pitch and putt course at Green Lake Park. All courses except the pitch and putt course at Green Lake, which is managed by Interbay NW Management, LLC, are managed by Premier Golf Centers, LLC as set in a 10-year agreement which ends in 2021. The management agreement is presented in full in Attachment 3.

<http://www.seattle.gov/parks/about-us/do-business-with-us/current-opportunities/jefferson-youth-clubhouse-rfp>

### **Jefferson Park Golf Course**



driving range.

The Jefferson Park Golf Course is located south of downtown Seattle in the Beacon Hill neighborhood. The course was built in 1915 by Thomas Bendelow, one of America's pioneer golf architects. The course is maintained by SPR and managed by Premier Golf. The course measures over 6,200 yards and features vistas of the city's skyline and Mt. Rainier. The course also includes a nine-hole executive golf course, a restaurant with banquet facilities, and a

Documents relevant to the development of JGC and the adjacent park lands include:

1. Jefferson Park Master Plan Site Map (2001) (Attachment 2)
2. SPR Golf Master Plan (2009) (Attachment 4)

<http://www.seattle.gov/parks/about-us/do-business-with-us/current-opportunities/jefferson-youth-clubhouse-rfp>

SPR is providing background information to assist proposers, however SPR does not guarantee that the information provided is sufficient for a particular proposer’s intended project. Each proposer is responsible to perform its own due diligence.

## **SECTION II - SELECTION CRITERIA**

An evaluation panel will review the proposals in accordance with proposal instructions, guidelines, and questions provided by SPR in section IV titled *RFP Questionnaire Instructions*. The panel will score the proposals using written, pre-determined scoring criteria. The top scorers may be invited to an oral interview. The proposers interviewed will be provided in advance with a list of additional questions. There will likely be follow-up questions in the interview that are not provided in advance. Upon completion of the interviews, the panel will make a final recommendation to the Superintendent of Seattle Parks and Recreation (Superintendent). The acceptance or rejection of the panel recommendations are at the Superintendents discretion. The Superintendent has the authority to accept portions of proposals and/or to ask multiple proposal teams to consider working together on one cohesive plan. The Superintendent reserves the right to determine what construction / operating scenario best serves the interests of the golfing public.

## **SECTION III - GENERAL SUMMARY OF PROPOSED CONTRACT TERMS AND CONDITIONS**

<b>Terms</b>	<b>Description of terms and conditions</b>
Premises	<ul style="list-style-type: none"> <li>• Proposed JPGC Junior Golf Clubhouse footprint including adjacent landscape and hardscapes.</li> <li>• At the end of the Agreement, the City owns the Clubhouse and any future improvements made to the course or accessory areas.</li> </ul>
City Capital Investment	<ul style="list-style-type: none"> <li>• The City will not make capital investments to support or further the goals of this RFP.</li> <li>• There are elements in the 2009 Golf Master Plan that are currently unfunded or have not been completed.</li> </ul>
Private Capital Investment	<ul style="list-style-type: none"> <li>• The private capital investment is expected to be in the range of \$2,000,000 to \$4,000,000.</li> <li>• The Proposer/operator may also propose funding for golf course improvements which support junior golf programs. Construction projects are likely to be subject to payment of prevailing wages and other requirements associated with public</li> </ul>

	works. Contract terms will conform to policies and laws governing this project.
Operating Costs	<ul style="list-style-type: none"> <li>The Proposer/operator will be responsible for all operating costs of the Clubhouse.</li> </ul>
Junior Golf Programs	<ul style="list-style-type: none"> <li>Proposer/operator will conduct junior oriented golf programs for the public.</li> <li>Such programs will be comprehensive and include a strong outreach component to include children/youth from diverse social and economic backgrounds.</li> <li>Accommodation for the First Tee Program, and Bogey Bear Golf Foundation may be incorporated into this proposal Agreement.</li> <li>Programs may include Foot Golf concepts that are consistent with the JPGC short-nine course set up.</li> </ul>
Agreement Term	<ul style="list-style-type: none"> <li>The City is prepared to negotiate a long-term Agreement if desired by Proposer(s). Proposers should propose a term, as a part of the proposal submission.</li> </ul>
Hours of Operation	The hours of operation will be determined through negotiations.
Financial Reporting	<ul style="list-style-type: none"> <li>Proposer/operator will provide to SPR an Annual Income and Expense Report related to the JGC.</li> <li>Proposer/operator will make its JGC financial records and reports available and accessible to the City upon request. <ul style="list-style-type: none"> <li>Proposer/operator will keep and maintain an inventory of these financial records for the duration required in the Agreement.</li> </ul> </li> </ul>
City Historic Use	<ul style="list-style-type: none"> <li>The Proposer/operator will honor outreach programs and programming established and fostered by SPR or its agents.</li> </ul>
SPR Use/Access	<ul style="list-style-type: none"> <li>Proposer/operator will ensure SPR areas adjacent to premises remain free and clear of obstructions.</li> </ul>
Parking and Access	<ul style="list-style-type: none"> <li>The Proposer/operator will provide for adequate parking and pick-up/drop off spaces for junior golf program participants.</li> </ul>
Prevailing Wages	<ul style="list-style-type: none"> <li>Prevailing wages may be required for capital improvements, but not for standard maintenance.</li> </ul>
Compliance with Laws	<ul style="list-style-type: none"> <li>Proposer/operator will comply with and meet all City, State, and Federal laws as applicable.</li> </ul>
Golf Manuals and Maintenance Agreements	<ul style="list-style-type: none"> <li>Proposer/operator will comply with the City’s approved Golf Manual and any applicable maintenance agreements for the SPR golf courses. The Golf Manual can be found as an attachment to the golf management agreement (Attachment 3)</li> </ul>
Non-discrimination	<ul style="list-style-type: none"> <li>Proposer/operator will comply with the City’s Non-discrimination requirements. These include The Mayor’s Executive Order and City Ordinances that require the maximum practicable opportunity for successful participation of minority and women-owned subcontracts.</li> </ul>

Utility Services	<ul style="list-style-type: none"> <li>Proposer/operator will secure all necessary utility services in order to allow for the normal functioning and services to the Clubhouse.</li> </ul>
Insurance	<ul style="list-style-type: none"> <li>The successful proposer(s) will be required to maintain insurance at its costs. The insurance must meet the requirements of the City’s risk management department, which may depend on the nature of the use and activities. It is anticipated that the successful proposer(s) will be required to secure Commercial General Liability Insurance coverages with minimum general liability limits of \$5,000,000 per occurrence, which may be satisfied with primary CGL insurance limits or any combination of primary and excess/umbrella limits. The City must be named as additional insured on all liability policies and proposer’s insurance shall be primary irrespective of any insurance coverage maintained by the City. Additional insurance requirements may include, but are not limited to: Automobile Liability insurance at least as broad as ISO CA 00 01 with a minimum limit of \$1,000,000; Workers’ Compensation insurance; Property insurance for full replacement cost of premises, building contents and alterations, additions and improvements during construction (Builder’s Risk) and throughout the agreement term; Pollution Legal Liability; and Professional Liability. Additional terms and conditions will apply. (Please make sure this is the most updated information.)</li> </ul>
Indemnity	<ul style="list-style-type: none"> <li>Proposer/operator will hold harmless and indemnify the City from any and all claims as required in the new Agreement.</li> </ul>

**Agreement Negotiation and Approval Process**

The Agreement will be negotiated between SPR and the awarded Proposer(s). This Agreement must be approved by the Mayor, and must be authorized by an ordinance of Seattle City Council in order to be binding. Please see Table 1 on Page 10 for the proposed schedule.

**No Conflict of Interest**

Proposer(s) (including officers, directors, trustees, partners, board members, or employees) must not have a business interest or a close family or domestic relationship with any City official, officer or employee who was, is, or will be involved in selection, negotiation, drafting, signing, administration or evaluation of submitted proposals or Proposer(s) performance. SPR shall make sole determination regarding compliance.

**Equal Benefits**

Seattle Municipal Code Chapter 20.45 (SMC 20.45) requires consideration of whether Proposer(s) shall provide health care and benefits that are the same or equivalent to the domestic partners of employees as to spouses of employees, and of their dependents and family members.

**SECTION III–RFP SCHEDULE AND DELIVERY OPTIONS**

The schedule for review of the proposals and final selection of a builder/operator for the Jefferson Park Junior Golf Clubhouse (JPJGC) is as follows:

**Table 1 - RFP Schedule**

<b>Schedule of Events</b>	<b>Date</b>	<b>Location</b>
Notification of Community Councils and Golf Advisory Committees.	March 2017	Jefferson Park Golf Course Clubhouse, 4101 Beacon Ave S, Seattle, WA 98108
RFP Release	March 1, 2017	
Pre-Submittal Conference & Site Tour Options	March 30, 2017 10:00 am April 6, 2017, 1:00 pm	Jefferson Park Golf Course Clubhouse, 4101 Beacon Ave S, Seattle, WA 98108
Deadline for Written Questions	May 4, 2017	
Proposals Due to the City	June 5, 2017, 4:00 pm	1600 S. Dakota St Seattle WA 98108
SPR Evaluation of Proposals	June 6 – June 15, 2017	
RFP Interviews (at SPR Option)	June 28, 2017	TBD
Decision by Superintendent, Announcement of Successful Proposer(s)	July 14, 2017	
Anticipated Negotiation Schedule	TBD	
Submit Agreement for City Council Approval	Following completed negotiations	
Anticipated Contract Execution	Following City Council approval	

*SPR reserves the right to modify this schedule at its discretion. Notification of changes will be posted on the designated City website at <http://www.seattle.gov/parks/about-us/do-business-with-us/current-opportunities/jefferson-youth-clubhouse-rfp>  
 All inquiries regarding this RFP must be directed to the Golf Manager through email or other formal written communication.*

**Table 2 – RFP Delivery Options**

<b>Shipping &amp; Hand Delivery Physical Address</b>	<b>US Post Office Mailing Address</b>
The City of Seattle Department of Parks & Recreation (SPR) Horticulture Building Golf Administration Office Paul Wilkinson, Golf Manager 1600 S Dakota St Seattle, WA 98108	The City of Seattle Department of Parks & Recreation (SPR) Horticulture Building Golf Administration Office Paul Wilkinson, Golf Manager 1600 S Dakota St Seattle, WA 98108

It is important to use the correct address for the delivery method you choose.

Unless authorized by the Golf Manager, no other City official or employee may speak for SPR regarding this solicitation until the selection is complete. If any Proposer(s) seeks information, clarification, or interpretations from any other City official or City employee, SPR will not be bound by these unofficial communications; any Proposer(s) relying on or using such information does so at its own risk. Following the proposal submission deadline, Proposer(s) shall continue to direct communications to [Pks\\_Jeff\\_Juniorgolfclubhouse@seattle.gov](mailto:Pks_Jeff_Juniorgolfclubhouse@seattle.gov)

**SECTION IV – RFP QUESTIONNAIRE INSTRUCTIONS**

**The following is a description of the proposal submission guidelines.**

**A. PROPOSAL CONTENT**

Proposals must include a full response to each of the questions posed in the RFP Questionnaire. In addition, proposals must include a Financial Statement signed by an individual who has the authority to bind the entity or organization in a legal document.

**B. PROPOSAL PREPARATION**

**1. Submission**

Please submit one (1) original and five (5) copies for a total of six (6) copies of the proposal to SPR. Please mark the original “ORIGINAL” on the front cover or on the first page. Elements of the proposal package may be in DVD or thumb drive memory devices, however six (6) copies of any information in these formats will be required.

**2. Organization**

Proposals should be presented in loose-leaf three-ring binders or a similar binding system, in a neat, orderly and well-organized manner. The Proposal must be organized and numbered exactly as the questions are numbered in the RFP Questionnaire.

**3. Match Proposal Section with Question Numbers**

Responses to each question should be clearly identified by tabs, and presented in the same sequence as listed in the Questionnaire.

**4. Dimensions and Attachments**

The Proposal must be typewritten or printed on 8.5" x 11" paper using text no smaller than 12 point. Foldouts must not exceed 11" x 17".

*Preparing the proposal in the manner outlined above will allow SPR to distribute the proposal to the Evaluation Panel members and expedite the evaluation process. Please be certain to provide complete contact information and sign the questionnaire.*

**5. Pre-Proposal Conference and Site Tour**

SPR shall conduct a conference and site tour prior to the submittal due date. The time, date and location is indicated on Page 9. Proposer(s) is/are highly encouraged to attend but it is not required to be eligible to submit a proposal. During the conference and site tour Proposer(s) may ask questions about the RFP and clarify issues, as well as raise any concerns that may arise. A proposer's failure to raise concerns over any issues by written question or during the conference and site tour may be a consideration if a protest is filed based on items which could have been addressed at that time. Questions and issues raised during the conference and tour will be noted by SPR into written format and provided to all Proposer(s) via our website. <http://www.seattle.gov/parks/about-us/do-business-with-us/current-opportunities/jefferson-youth-clubhouse-rfp>

**6. Questions**

Proposer(s) may submit written questions to the Golf Manager until the deadline shown in the RFP Schedule. All questions must be submitted by e-mail to the [Pks\\_Jeff\\_Juniorgolfclubhouse@seattle.gov](mailto:Pks_Jeff_Juniorgolfclubhouse@seattle.gov). Failure to request clarification of any inadequacy, omission, or conflict will not relieve the Proposer(s) of responsibilities in any subsequent agreement. It is the responsibility of the interested Proposer(s) to assure they receive responses to questions. Answers to all written questions received by the deadline will be posted by the date indicated on the web site listed in this RFP.

**7. Changes to the RFP Addenda**

Changes may be made to the RFP Addenda by SPR if, in the sole judgment of SPR, the change will not compromise SPR's objectives in the RFP process. Any change to the RFP

Addenda will be made by formal written addendum posted by SPR to the Junior Golf RFP website . Addenda shall become part of this RFP.

**8. Receiving Addenda and/or Questions and Answers**

It is the obligation and responsibility of the Proposer(s) to obtain addendums, responses, or notices issued by SPR from the official SPR website. Third-party services independently post SPR solicitations on their websites. SPR does not guarantee that such services have accurately provided all the information published by SPR.

All submittals sent to SPR will be considered to have been made in response to the RFP including all addendums with or without specific confirmation from the Proposer that the addendum was received and incorporated.

**9. Readability**

Proposer(s) is/are advised that the City’s ability to evaluate proposals depends on the proposer’s submittal document, including organization, level of detail, comprehensive material and readability.

**10. Changes or Corrections to Proposal Submittal**

Prior to the submittal closing date and time, Proposer(s) may make changes to its proposal, if initialed and dated by the proposer(s). No changes are allowed after the deadline shown on RFP Schedule.

**11. Errors in Proposals**

Proposer(s) is/are responsible for errors and omissions in their proposals. No such error or omission shall diminish the Proposer’s obligations to the City under any resulting agreement.

**12. Proposer(s) Responsibility to Provide Full Response**

It is the Proposer(s) responsibility to provide responses which do not require interpretation or clarification by SPR and to ensure that all requested materials, forms, and information are included. The Proposer(s) is/are responsible for ensuring the materials are submitted properly and accurately reflect the Proposer’s offering. During scoring and evaluation (prior to interviews, if any), SPR will rely upon the submitted materials and shall not accept materials from the Proposer(s) after the RFP deadline. SPR reserves the right to seek clarifications as needed.

**13. Marking and Disclosing Material**

Under Washington State Law (reference RCW Chapter 42.56, the *Public Records Act*) all written materials prepared, owned, used, or retained by SPR are **public records**. These records include, but are not limited to, proposal submittals, agreement documents, contract work product, or other written materials.

Washington’s Public Records Act requires that public records must be promptly disclosed by SPR upon request unless a judge rules that the RCW or another Washington State statute exempts records from disclosure. Exemptions are narrow and explicit and are in Washington State Law (Reference RCW 42.56 and RCW 19.108).

It is the responsibility of each proposer to be familiar with the Washington State Public Records Act and the limits of public record disclosure exemptions. For more information, visit the Washington State Legislature’s website at: <http://www.leg.wa.gov/LawsAndAgencyRules>).

If a proposer believes any records being submitted to SPR as part of the proposal are exempt from disclosure, a proposer may request that SPR not release the records without first notifying the proposer. . To make such a request, each proposer must identify each record for which exemption is claimed at the time the proposal is submitted, and explain why the exemption(s) may apply.

SPR will not withhold materials from disclosure because they are marked with a document header or footer, page stamp, or a generic statement that a document is non-disclosable, exempt, confidential, proprietary, or protected. Do not identify an entire page as exempt unless each sentence is within the exemption scope. Instead, identify paragraphs or sentences that meet the specific exemption criteria cited in the Questionnaire. Only the specific records or portions of records properly listed on the Proposer(s) Questionnaire will be protected and withheld pending notice. All other records will be considered fully disclosable upon request.

If SPR receives a public disclosure request for any records for which proposer claimed exemption properly listing the record(s) on the RFP Questionnaire, SPR will notify proposer(s) in writing of the request. While it is not a legal obligation, as a courtesy SPR will postpone disclosure for 10 (ten) business days, providing sufficient time for the proposer(s) to pursue a protective order and ruling from a judge (reference RCW 42.56.540). If proposer(s) fail to obtain a court order within the 10 (ten) days, SPR may release the documents.

By submitting a proposal, each proposer acknowledges the obligation to identify any records within the questionnaire responses for which proposer is requesting notice prior to disclosure. SPR has no obligation or liability if the proposer’s materials are publicly disclosed in response to a public disclosure request.

**C. PROPOSAL DUE DATE**

The due date and time for proposals is **June 5, 2017 by 4:00 pm.**  
**No late proposals will be accepted.**

**D. PROPOSAL IDENTIFICATION ON SHIPPING PACKAGE**

Please clearly identify on the outside of the shipping container as “Jefferson Park Golf Course Junior Golf Clubhouse RFP QUESTIONAIRE” and clearly show the name of Proposer(s) organization.

**E. PROPOSAL DELIVERY ADDRESS**

Please deliver the proposal to:

Seattle Parks & Recreation  
Paul Wilkinson, Golf Manager  
1600 S. Dakota St  
Seattle WA 98108

**F. PROTEST PROCEDURE**

The City’s selection of a successful proposal is anticipated to occur by July 14, 2017. The City will provide each Proposer with written notice of the selection. Any individual or firm wanting to protest or challenge the City’s determination must do so within 7 (seven) days of the notification of selection announcement. Grounds for protest are limited to bias, or the failure to follow the proposal process.

All protests against the Superintendent’s selection of the successful proposal must be in writing and signed by the protesting party or its authorized agent(s). Such protest must state all facts and arguments on which the protesting party(ies) is/are relying on as the basis for its protest. Copies of all protests should be mailed or delivered by the protesting party to the Superintendent of SPR.

The Superintendent will review the RFP recommendations, and the facts and arguments in the protest. The Superintendent will render a written decision within 5 (five) business days after receipt of the protest, unless additional time is required, in which case, the protesting party will be notified of the delay by the Superintendent’s office. The decision of the Superintendent will be final.

Protests shall be addressed to:

Jesús Aguirre, Superintendent  
Seattle Parks and Recreation and Recreation  
100 Dexter Avenue North  
Seattle, WA 98109

**G. ACCEPTANCE**

SPR will accept only one proposal from each company, organization, individual or other legal entity.

**H. INCURRED COSTS**

All costs incurred in the preparation and submissions of a proposal are the sole responsibility of the Proposer(s).

**END OF RFP INSTRUCTIONS.**

## **SECTION V - RFP QUESTIONNAIRE**

Answer each question and submit with the entire proposal package by June 5, 2017 at 4:00 pm.

Reference documents for context can be found at:

<http://www.seattle.gov/parks/about-us/policies-and-plans>

<http://www.seattle.gov/parks/about-us/policies-and-plans/planning-and-policy-document-library>

Each proposal will be reviewed and scored by an evaluation team. Points will be awarded for responses to each question. The total possible points is 285.

### **A. OVERVIEW AND PROPOSED USES**

1. Describe the junior golf programming to be offered to the public. Describe the primary and secondary uses associated solely with junior golf programming which will be located within the Junior Golf Clubhouse.
2. Describe how the proposed building and/or site reuse will conform with the goals and objectives established in the existing Master Plans for Jefferson Park, Jefferson Park Golf Course and the Seattle Golf Master Plan.
3. Describe any non-golf programming which may occur on site.
4. Provide sample summer (peak season), winter (off season) and shoulder season program offerings. How much programming will occur at JPGC? How much programming will occur away from the Junior Clubhouse?
5. Describe how the proposed programming will coordinate and/or accentuate programming offered by The First Tee of Greater Seattle, Bogey Bear, or others such as Nike Summer Camps

40 POINT VALUE

### **B. SERVICE GAP OR UNMET RECREATIONAL PROGRAM NEEDS**

1. Discuss how the proposed programming addresses unmet recreational programming identified in SPR plans in the reference documents listed above which shall include the following:
  - a. What is the anticipated demand/need or growth for proposed use?
  - b. An estimate of how many people would use the new facilities?
  - c. What geographic area do you anticipate attracting participants from?

- d. What demographic or other information can you provide about prospective user groups? Provide examples of similar facilities elsewhere.
- e. Please describe any of the proprietary systems and methods of golf course instruction that your organization has developed and the anticipated benefits to Seattle junior golfers from these systems and methods.

15 POINT VALUE

### **C. ORGANIZATION – YOUR COMPANY OR ORGANIZATION**

1. Provide details of the legal structure and ownership of your business Include the following:
  - a. If a corporation, furnish the date and state of incorporation, and the names of all persons or entities owning at least 25% (twenty-five percent) of the company's voting stock. If Proposer is a subsidiary, state name and ownership structure of the parent company; however, all information provided herein must be as to Proposer and not as to the parent company.
  - b. If a partnership, list all partners and ownership shares.
  - c. If a joint venture, provide the information requested within this section for each party to the joint venture.
  - d. If a sole proprietorship, list all business names under which such individual has done business during the last ten (10) years.
  - e. Organizational charts for national, regional, and local business units, and key executive and management personnel.
2. Provide financial statements including balance sheets, statements of income and changes in financial position, for the last 3 (three) fiscal years. Audited financial statements are strongly preferred. In the event audited financial statements are not available, the Proposer's Chief Financial Officer shall certify all financial statements. If financial statements are not available, please state why.
3. Please provide a comprehensive list of golf courses where your programs have been offered. Provide the name and contact information of the General Manager of these courses or other reliable references.
4. Provide a business and operational plan for your proposal, including information on the proposed use, programs offered, anticipated number and frequency of users, and other visitors. Please include projected operating costs including costs of programming, staffing, and maintenance appropriate for the proposed use, and any debt service costs.

**PLEASE NOTE:** See Marking and Disclosing Material in Section IV- B- 13.

20 POINT VALUE

**D. MANAGEMENT**

1. General Manager's or Chief Executive Officer's Resume. SPR believes that this is the key position for the implementation of your operating plans. Provide a description of public golf course program and management experience. Indicate how long this individual has been employed by your organization, programs or courses managed as the General Manager, and duration of each management assignment.
2. Key Staff Support
  - a. Resumes

Please provide concise resumes of the individuals in your organization who will provide key support to your proposed junior golf programs.
  - b. Frequency and Purpose

How many hours will each key staff member work per week?

    - Please list the support functions; for example, IT, finance, purchasing, audit, human resources, marketing, etc. Who will be responsible for each?
    - Which individuals will represent your organization in meetings with SPR?
  - c. Contingency Plans

What are your contingency plans if the General Manager/CEO is unable to work? Who backs up key management above the level of the General Manager?

20 POINT VALUE

**E. JUNIOR GOLF CLUBHOUSE DEVELOPMENT**

- a. Provide the names and resumes for key team members who will be responsible for building the Clubhouse.
- b. Provide a schedule of key milestones in the design, permitting, construction, and closeout of the Clubhouse. The phasing plan must identify planning, design, permitting, demolition if any, construction, and close-out. Please include contingencies for planning and/or permitting issues.

- c. Provide drawings showing the site location, general footprint, and elevation of the proposed Clubhouse.
- d. Provide a description of the proposed JGC, including conceptual design drawings and/or other graphics. At a minimum include a site plan, sample schematic floor plans, general square footage for public programming activity, sample section, and elevation drawings.
- e. Provide an estimated cost of development broken into general categories. What basis or assumptions are used to insure accuracy?
- f. Demonstrate the architectural relationship of the proposed JGC relative to Jefferson Park Golf Course, the existing clubhouse, and the short nine-hole course. Include the proposed location(s) of all internal and exterior building improvements, site improvements (walkways, decks, landscape areas, etc.), access routes and a parking plan.
- g. Demonstrate specific experience with design and construction of golf facilities or describe what resources will be utilized. Higher scores will be given to responses prepared by a licensed architect, engineer and/or landscape architect. Note: All designs and plans must comply with all applicable laws and regulations, including but not limited to, the Americans with Disabilities Act (ADA) and its design standards under both Titles II and III.

50 POINT VALUE

**F. ENVIRONMENTAL AND ENERGY EFFICIENT DESIGN AND CONSTRUCTION**

1. Demonstrate knowledge of LEED requirements and sustainable design practices.
  - a. How will environmental sustainability of the junior golf clubhouse be met? For example, will the project incorporate such features as improved insulation or energy efficient building systems?
  - b. How will the project attempt to salvage or recycle construction materials?
  - c. Are there other environmentally responsible designs or building methods you intend to use?
  - d. How will the project integrate natural areas, storm water and site runoff into a cohesive design?

Note: Facilities shall strive to achieve LEED Gold standard per Seattle Parks and Recreation Strategic Action Plan 2009-2013 but are required to meet LEED Silver standard per City Council Resolution #31203.

15 POINT VALUE

## **G. OPERATIONS**

1. Maintenance and Janitorial Services
  - a. Please explain your plans for maintaining interior and exterior areas. Consider restrooms, parking lots, the JGC, and the frequency by which you will perform these responsibilities, etc. Describe the tasks to be accomplished with on-site personnel and what tasks will be subcontracted.
  - b. Describe how major repairs will be accomplished.
  
2. Use of JPGC Short-Nine Course and other non-JGC Facilities
  - a. Describe how junior golf programming will use the short-nine course.
  - b. Describe how junior golf programming will use the driving range and any other facilities at JPGC.
  - c. Describe any supplemental activities planned for junior golf programming or the JGC.

20 POINT VALUE

## **H. MARKETING**

1. General
  - a. Provide a description and examples of the general marketing campaign for junior golf programming.
  - b. Provide a description of how your organization will market to potential junior golfers who are economically or socially disadvantaged. Will scholarships will be made available?
  - c. Describe how your existing programs have a presence in social media.
  - d. Describe how you will evaluate your marketing efforts and demonstrate that you are reaching target populations.

10 POINT VALUE

## **I. COMMUNITY OUTREACH PLAN**

Provide details of your proposed comprehensive community outreach plan. How will the vision for developing a junior golf clubhouse be communicated to the many stakeholders in the Beacon Hill neighborhood and the non-golf community?

Demonstrate your experience working and communicating effectively with community, staff, and other client groups on golf facility projects. What strategies and techniques will you employ to communicate your vision and respond to public concerns? Please refer to the:

1. City of Seattle’s Race and Social Justice Initiative  
<http://www.seattle.gov/rsji>
2. Parks and Recreation Public Involvement Policy  
<http://www.seattle.gov/parks/about-us/policies-and-plans/planning-and-policy-document-library>
3. Inclusive Outreach and Public Engagement (IOPE) guide:  
ATTACHMENT 5

20 POINT VALUE

**J. FINANCIAL & OPERATING SYSTEMS.**

1. Accounting System
  - a. What system will be used to account for income streams and expenses?
  - b. What controls will be used to prevent theft or fraud?
  - c. What independent oversight is planned?
2. Cash Handling

How do you propose to manage cash, check and credit card income? What security measures are planned specifically to assure personal credit information is secure?

20 POINT VALUE

**K. INSURANCE AND INDEMNIFICATION**

- a. Please provide a description of proposed insurance levels and indemnification for the City of Seattle.

10 POINT VALUE

**L FINANCIAL PROPOSAL**

1. SPR is expecting to receive nominal rent for the use of the land and/or property in exchange for the successful Proposer's up-front investment in the design and construction of the Clubhouse. A proposal that meets all the criteria of this RFP is expected to deliver a great benefit to the youth of Seattle. However, it is incumbent on the City to ensure that the services offered are financially able to be delivered for the term of the Agreement. Please provide a financial proposal describing the expected investment and general operating costs.
2. Please provide a statement of financial position that demonstrates Proposer(s) has/have the resources to accomplish building the Clubhouse and operating it without suffering financial losses.
3. Please provide any financial backing for your plans.

40 POINT VALUE

**M. TERM**

SPR anticipates a proposed term that will be subject to negotiation between the parties. The final negotiated term will be subject to legal limitations.

1. Please provide a proposed term for the Agreement.
2. Describe why the proposed term is beneficial to the City and the Proposer.

5 POINT VALUE

*End of RFP Questionnaire*