

# Request For Proposals

## Private Golf Course Management Operations For Jester Park Golf Course & Learning Center

Polk County Conservation  
11407 N.W. Jester Park Drive  
Granger, Iowa 50109



## **PREFACE**

This Request For Proposals ("RFP") has been developed by Polk County Conservation to provide a clear illustration of its expectations for the private management of Jester Park Golf Course & Learning Center, located at 11949 N.W. 118th Avenue, Granger, Iowa 50109).

The RFP is designed to provide interested parties with sufficient information on the proposed project to enable submission of a proposal(s) that will respond to Polk County Conservations' expectations for the management of the entire operations of Jester Park Golf Course & Learning Center.

The Request for Proposals provides the instructions and forms for submission of a proposal and associated reference material.

## **HISTORY**

Polk County Conservation Board (PCCB) is a governmental agency with an administration office located at Jester Park in northwest Polk County, Iowa, bordering on the west side of Saylorville Lake between the cities of Granger and Polk City. It owns and leases the operations of the Jester Park Golf Course, Clubhouse, and Learning & Practice Facility. Built in 1970 on 200 acres contiguous to Jester Park, this golf course was named Iowa Golf Association 18-Hole Golf Course of the Year in 1988 and has received and maintained its Audubon Cooperative Sanctuary certification. It is the intent of the Board that the successful Proposer be committed to the management and maintenance of this facility at the very highest level and continue to provide an exceptional golf experience at an affordable, competitive market price.

In addition to the management and maintenance of the Jester Park Golf Course complex, the successful Proposer will incorporate the mission of PCCB in all of its activities, "To provide the citizens of Polk County with quality outdoor recreation, conservation education, and the long-term protection of Polk County's natural heritage." Examples would be to maintain the criteria related to the designation of the Jester Park Golf Course as an Audubon Cooperative Sanctuary and to preserve water quality and natural resources in this environmentally sensitive environment.

Currently Polk County Conservation (PCC) operates Jester Park Golf Course and Learning Center through a management agreement with H.G. Golf Properties, LLC. The existing management contract expires on December 31, 2017. A recommendation of the successful proposer shall be presented to the Polk County Conservation Board at their November 19, 2016, Board meeting allowing for contract negotiations and a reasonable transition period for the awarded Proposer.

## **EXECUTIVE SUMMARY**

From 1970 - 2007, Polk County Conservation managed and maintained Jester Park Golf Course. The 18-hole and 9-hole par-3 courses were constructed in 1970 and the driving range was constructed in 1995.

Currently Jester Park Golf Course is managed by H.G. Golf Properties LLC. Under the existing management agreement the Contractor contributed \$850,000 towards capital improvements and pays a monthly management fee of \$7,000 plus 9% of gross sales from every kind and nature, from the use and operation of all or any portion of the golf course operations.

It is the intent of PCCB to continue with the private golf course operations whereby the successful proposer shall make an annual lease payment to Polk County Conservation for the exclusive rights to operate and manage Jester Park Golf Course. The intent of this RFP is that the successful proposer shall pay all operating and expenses and retain all revenues through a negotiated contract based on the award from the RFP responses.

Tours of the facilities shall be held from 10:00 a.m. – 12:00 p.m. August 9, 2016. We will meet at Jester Park Golf Course (11949 N.W. 118th Avenue, Granger, IA) at 10:00 am and tour for approximately 2 hours. The tour shall include the clubhouse, maintenance facilities , driving range, parking lots and the courses. A five-year financial history of Jester Park Golf Course under contract management is attached to this RFP in Exhibit A below.

A proposer's pre-submission conference will be held at 1:00 p.m. on August 16, 2016, to address questions and issues from potential proposers. The proposer conference shall be held at the Jester Park Administrative Office (11407 N.W. Jester Park Drive). Teleconference capabilities are available upon request.

One original and five (5) copies of the proposal shall be submitted to Polk County Conservation's Accountant no later than 10:30 a.m., September 27, 2016 to:

Polk County Conservation  
11407 N.W. Jester Park Drive  
Granger, IA 50109  
Attn. Carol Ann Carlson

Requests for clarification regarding this RFP must be made in writing to the Deputy Director at [doug.romig@polkcountyiowa.gov](mailto:doug.romig@polkcountyiowa.gov) no later than midnight, August 23, 2016. Proposers wishing to respond to this RFP or receive addendums must notify the Deputy Director no later than 10:00 am, August 30, 2016. Answers to requests for clarification will be submitted no later than 3:00pm, August 30, 2016. Responses shall be provided to all proposers and all questions and responses shall be provided in writing.

# STATEMENT OF INTENT AND INSTRUCTIONS TO BIDDER

## SERVICES PROVIDED BY PCCB

Polk County Conservation shall provide for the following services at the golf course all of which shall be billed to the successful bidder unless otherwise negotiated:

- FORE Point of Sale (POS) cash register system, hardware and software components. The annual license payment shall be borne by the successful proposer(s). The POS hardware and software shall remain property of the County through the life of the agreement.
- Approval of all fees and charges recommended by the successful proposer(s) as recommended from the Contractor to the Polk County Conservation Board.
- Annual tour and inspection of golf courses, driving range and clubhouse.
- Web-site design access to [www.jesterparkgolf.com](http://www.jesterparkgolf.com) domain.
- Link to above web-sites from the County's website.
- Technical assistance on prairie and tree management.

## SERVICES TO BE PROVIDED BY THE CONTRACTOR

Polk County Conservation shall provide the Contractor the exclusive rights to provide the following services:

- Fuel and utility (electric, gas and water services) payments.
- Operations and management of the Learning Center "driving range" and golf courses and public facilities for ten-years with one five-year renewal upon mutual agreement of both parties.
- Golf Course Professional(s) shall be a certified Class A PGA professional.
- Golf course maintenance (standard of care to be equal to or better than other public golf courses within Polk County). Golf Course Superintendent shall be a member of the Golf Course Superintendent Association of America (GCSAA) and have the knowledge, skills and abilities to manage and maintain an 18-hole golf course, 9-hole par 3 golf course and driving range/practice learning center.
- Maintain Audubon Cooperative Sanctuary certification throughout the term of the contract.
- Club House Operations including Pro Shop and Snack Shop.
- Capital Improvement Program (CIP) - list of five year CIP program (Exhibit B) as identified by PCCB to be shown as a part of your RFP response. Be sure to include any additional CIP items providing detail of the work to be completed, schedule of the improvements and estimated costs.

Other responsibilities of the Contractor for the exclusive rights above include:

- Management, staffing and financing of the above rights and responsibilities.
- Custodial care of the buildings, grounds and parking lots.
- Contractor shall collect \$1.00 per round (on all rounds) capital improvement fee on behalf of Polk County Conservation and shall transfer said fees in total with no

mark-up. Said funds shall be utilized to support capital repairs and projects at Jester Park Golf Course.

- Providing the Great Outdoors Foundation ("Friends Group") one free weekday annual golf outing (green fees and carts).
- Provide proof of insurance per Attachment 2.
- Provide Polk County Conservation compensation for the rights listed above.
- Enforcement of all County, State and Federal rules and regulations as set forth currently or in the future.
- Provide public access for cross country skiing at the golf course between the months of November and March under the following environmental conditions; 1). Ground must be frozen, 2). There must be a four inch uniform snow cover
- Provide a list of all Capital Improvement plans prior to any work being conducted to the course or affiliated structures and service areas and comply with all County requirements and approvals, including insurance requirements.
- Requirement to maintain annual performance standards and County's right to review covering, but not limited to:
  - Financial performance in comparison of prior years and other public golf courses within the metropolitan area.
  - Course use including rounds played, concession and cart rentals.
  - Course care including maintenance and cleanliness of the golf course, clubhouse, fixtures, furnishings, signs and equipment.
  - Customer service

**TIMELINE**

July 25, 2016	Issuance of RFP
August 9, 2016, 10:00 am	Facility tours- Meet at Jester Park Golf Course
August 16, 2016, 1:00 p.m.	Proposer conference (11407 NW Jester Park Dr.)
August 23, 2016, midnight	Final submittal of questions to PCC
August 30, 2016,	Responses to questions submitted to PCC
September 27, 2016, 10:30 am	Proposals due (1 original & 5 copies)

- Name and type of Company submitting bid including President/CEO, business address, phone number, e-mail address and point of contact for this RFP
- History of your company. Years in business, references, major accounts, municipal golf course operations, etc.
- Proposed compensation to Polk County Conservation and proposed contract terms
- Business Plan – Vision for future of Jester Park Golf Course
- Qualifications and Resumes of PGA Professional and Golf Course Superintendent that shall be assigned to the course
- Anticipated staffing levels (Pro Shop and Grounds Crew) including dates of operations, hours of operations and off-season schedule/use
- Environmental Impact; please detail any processes, design changes you would incorporate to lessen the environmental impact of your operations
- Snack Shop and Catering menu and pricing
- Capital Improvement plan; course, clubhouse, new initiatives, etc. (Please detail what would be done, when and anticipated costs)
- Business Financial Statements for the most recent two years



**EXHIBIT A**

**JESTER PARK GOLF COURSE REVENUE/ROUNDS HISTORY**

<b>Revenue Item</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Green Fees	\$632,232	\$671,023	\$620,060	\$561,805	\$630,421
Season Pass	\$102,948	\$84,587	\$66,876	\$74,540	\$60,432
Cart Fees	\$314,490	\$356,525	\$335,568	\$304,526	\$333,397
Food/Beverage	\$238,929	\$256,926	\$251,900	\$224,297	\$233,027
Handicap Fees	\$2,800	\$3,025	\$2,500	\$2,550	\$2,950
Club Rentals	\$1,184	\$989	\$1,090	\$758	\$1,187
League/Tournament	\$1,781	\$4,540	\$6,590	\$3,517	\$4,485
Merchandise	\$104,169	\$105,408	\$96,411	\$110,798	\$95,464
Jr. Golf Camps	\$13,894	\$9,638	\$10,415	\$10,275	\$11,880
PGA Jr. League	N/A	N/A	N/A	\$1,839	\$3,254
Range Fees	\$9,115	\$9,124	\$8,270	\$8,347	\$9,494
Gift Cards	\$44,013	\$42,117	\$43,368	\$46,769	\$39,070
<b>Total Revenues</b>	<b>\$1,465,555</b>	<b>\$1,543,902</b>	<b>\$1,443,048</b>	<b>\$1,350,021</b>	<b>\$1,425,061</b>
<b>Rounds</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
18-hole Course	42,287	43,101	37,422	35,174	37,762
Par 3 Course	11,787	12,933	12,777	12,169	12,409
<b>Total Rounds</b>	<b>54,074</b>	<b>56,034</b>	<b>50,199</b>	<b>47,343</b>	<b>50,171</b>
Men's League	169	213	235	316	290
Women's League	50	60	70	89	91
Senior's League	44	54	60	60	64

**POLK COUNTY CONSERVATION**

**JESTER PARK GOLF COURSE  
RFP COVER SHEET**

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Name of Company

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Street City State Zip

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Type of Company: Corporation, LLC, etc.:

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Contact Persons Name Title

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Contact Info: E-mail Phone

I \_\_\_\_\_, the undersigned do hereby confirm that the statements and provisions contained within this RFP response are true and accurate.

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Signature of Authorized Representative Date

## REQUIRED ELEMENTS IN PROPOSERS RESPONSE TO RFP

### **Annual compensation to Polk County Conservation:**

Please propose contract terms related to compensation and capital projects in a supplemental attachment to your proposal.

### **Business Plan:**

In your response please describe your vision for Jester Park Golf Course and Learning Center. How will generate new business, new revenues, etc.

### **Qualifications and Resumes of PGA Professional and Golf Course Superintendent:**

Please attach the Resumes and certifications of staff you are proposing to work at Jester Park Golf Course and Learning Center. Polk County Conservation reserves the right to rescind the award of the contract and acceptance of the proposal if the Class A PGA professional and Golf Course Superintendent (GCSAA) identified in the proposal are not the same as those identified during the contract negotiation phase of this process.

### **Anticipated staffing levels:**

Please provide your anticipated staffing levels (Pro Shop and Grounds Crew) including dates and hours of operations and off-season schedule/use.

### **Environmental Practices:**

Please identify any "green" practices your company would implement as a part of your operation if awarded this contract.

### **Snack shop and merchandising items and pricing:**

Please attach a list of goods and services you would anticipate selling at the clubhouse.

### **Capital Improvement plan:**

Please provide your response to PCC's capital improvement plan recommendations and describe what you perceive should be included in the five year capital improvement program for Jester Park Golf Course (Attachment 3). Be sure your bid assumes that Polk County Conservation shall fund all noted capital improvements. If you desire to propose an alternative funding mechanism for said capital improvements you may do so as an alternate bid item for consideration, but **you must submit** a proposal option assuming PCC will fund all capital projects noted in this RFP.

Please submit your previous two years business financial statements and evidence of equity capital and financing necessary to fulfill the obligations of your proposal.

Please attach a company bio and references to your RFP Response.

**ATTACHMENT 1**  
**NON-COLLUSION AFFIDAVIT**

The Proposer hereby certifies:

1. That this proposal is not affected by, contingent on, or dependent on any other proposal submitted for any improvement in Polk County, Iowa; and
2. That no individual employed by the Proposer was paid or will be paid by any person, corporation, firm, association, or other organization for soliciting the bid, other than the payment of their normal compensation to persons regularly employed by the Proposer whose services in connection with the making of this proposal were in the regular course of their duties for the Proposer; and
3. That no part of the compensation to be received by the Proposer was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the bid, other than the payment of their normal compensation to persons regularly employed by the Proposer whose services in connection with the making of this proposal were in the regular course of their duties for the Proposer; and
4. That this proposal is genuine and not collusive or sham; that the Proposer has not colluded, conspired, connived or agreed, directly or indirectly, with any other proposer or person, to put in a sham proposal or to refrain from making a proposal, and has not in any manner, directly or indirectly, sought, by agreement or collusion, or communication or conference, with any person, to fix the proposal price of Proposer or of any other Proposer, or to otherwise restrain freedom of competition, and that all statements in this proposal are true; and
5. That the individual(s) executing this proposal have the authority to execute this proposal on behalf of the Proposer.

\_\_\_\_\_  
Proposer

\_\_\_\_\_  
Signature

By \_\_\_\_\_  
Name (Print/Type)

\_\_\_\_\_  
Title

\_\_\_\_\_  
Street Address

\_\_\_\_\_  
City, State, Zip Code

**ATTACHMENT 2**

**CERTIFICATION OF PROPOSER'S INSURANCE AGENT REGARDING  
PROPOSER'S ABILITY TO OBTAIN REQUIRED INSURANCE  
COVERAGE**

I hereby certify that my client, as identified below, will be able to meet all of the insurance requirements of Attachment 2, has been advised of any additional costs associated with doing so, and has agreed to obtain such coverages if selected as the successful proposer of the RFP to which my client has responded:

Legal Name of Proposer:

\_\_\_\_\_

Name/Address/Phone/FAX # of Insurance Agency:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone \_\_\_\_\_ FAX \_\_\_\_\_

Name of Agent/Broker (Print):

\_\_\_\_\_

Signature of Agent/Broker:

\_\_\_\_\_

Date of Signature: \_\_\_\_\_

Signature and stamp of Notary Republic

\_\_\_\_\_

## ATTACHMENT 3

### POLK COUNTY CONSERVATION PROPOSED CAPITAL IMPROVEMENTS

Polk County Conservation is interested in working with the successful proposer to complete the following capital improvements. As a part of our commitment to make capital improvements to enhance the golfing experience and improve efficiencies, Polk County Conservation is researching debt financing towards these efforts utilizing the awarded proposers annual revenues to finance the debt payments. Proposers may offer an alternative financing mechanism as a supplemental attachment to their response.

Please note that the individual line items contain an 8% A & E and 10% contingency percentage from the cost estimates provided by Michael J. Benkusky, Inc., Golf Course Architect. The two exceptions to this are the irrigation replacement which was budgeted at the highest cost estimate provided and the clubhouse renovations.

<b>Capital Improvement Description</b>	<b>Estimated Cost</b>
<b>Reconstruction of Par 3 Course:</b> Work includes construction of all 9 greens and tees, sand bunkers, earthwork and grassing	\$1,121,000
<b>Construction of New Practice Area:</b> Work includes construction of new 20-station practice tee, new chipping green, bunker, fairway target greens, cart parking, earthwork and grassing	\$413,000
<b>Hole No. 11 &amp; 17 Improvements:</b> Work includes construction of new tees on hole no. 11 to convert to par 4 and new green, cart path, clearing, existing green removal and grassing on hole no. 17	\$206,500
<b>Irrigation:</b> Work includes new double row irrigation system with pump station. If needed, pond dredging and deep well situation may need to be analyzed.	\$2,000,000
<b>Road Removal:</b> Includes removal of N.W. Jester Park Drive at the fork and internal park road up to the Ranger residence	\$129,800
<b>Clubhouse Renovation:</b> Work includes upgrading kitchen area for more robust menu options and modest expansion for additional indoor seating	\$250,000
<b>Demolition &amp; Road reconstruction:</b> Work includes realignment of Jester Park administration road entrance and demolition of Equipment Maintenance building.	\$150,000
<b>Total Estimated Costs</b>	<b>\$4,270,300</b>
Total Debt Financing needed to complete projects	\$3,750,000

The signature hole double pond feature along the 18th fairway will be evaluated to completed in-house and is not a part of the proposed improvements in this RFP.

# Conceptual Rendering of Golf Course Improvements



Hole	Scorecard										
	Blue	White	Gold	Red	Par	Blue	White	Gold	Red	Par	
1	391	379	347	302	4	10	418	403	359	349	4
2	625	611	553	428	5	11	400	341	322	232	4
3	457	438	331	284	3	13	420	390	346	333	4
4	452	362	328	286	4	14	398	358	327	286	4
5	446	375	343	281	4	16	250	250	163	172	3
6	174	160	128	111	3	17	535	502	490	400	5
7	342	323	283	244	3	18	348	323	252	235	5
8	342	323	283	244	3	18	348	323	252	235	5
out	3,942	3,819	3,643	2,844	36	in	3,942	3,819	3,643	2,844	36
Total	6,310	6,442	5,922	4,993	72						

Par 3 Scorecard		
Hole	White	Red
1	146	121
2	123	94
3	135	103
4	133	110
5	100	86
6	101	86
7	178	170
8	178	170
out	1,151	917

*Master Plan  
Option E*

