



*Issue Date: July 8, 2003*

**\*\*PARKS IS SEEKING SEPARATE PROPOSALS FOR  
ONE OR MORE OF THE FOLLOWING:\*\***

## **REQUESTS FOR PROPOSALS**

FOR THE

RENOVATION, OPERATION AND MAINTENANCE OF TWO (2) 18-HOLE GOLF COURSES  
AND CLUBHOUSE (INCLUDING THE INSTALLATION OF A  
HIGH-QUALITY RESTAURANT/CATERING FACILITY) AT  
**PELHAM AND SPLIT ROCK GOLF COURSES, THE BRONX;**  
SOLICITATION # X39-F-GC

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RENOVATION, OPERATION AND MAINTENANCE OF AN 18-HOLE GOLF COURSE AND  
CLUBHOUSE (INCLUDING THE INSTALLATION OF A HIGH-QUALITY  
RESTAURANT/CATERING FACILITY) AT  
**DYKER BEACH GOLF COURSE, BROOKLYN;**  
SOLICITATION # B28-H-GC

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RENOVATION, OPERATION AND MAINTENANCE OF AN 18-HOLE GOLF COURSE AND  
CLUBHOUSE AT  
**CLEARVIEW GOLF COURSE, QUEENS;**  
SOLICITATION # Q10-GC

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RENOVATION, OPERATION AND MAINTENANCE OF AN 18-HOLE GOLF COURSE,  
CLUBHOUSE, AND HIGH-QUALITY RESTAURANT/CATERING FACILITY AT  
**DOUGLASTON GOLF COURSE, QUEENS;**  
SOLICITATION # Q411-R-GC

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RENOVATION, OPERATION AND MAINTENANCE OF AN 18-HOLE GOLF COURSE,  
DRIVING RANGE, AND CLUBHOUSE (INCLUDING THE INSTALLATION OF A  
HIGH-QUALITY RESTAURANT/CATERING FACILITY) AT  
**LATOURETTE GOLF COURSE, STATEN ISLAND;**  
SOLICITATION # R13-B-GC

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RENOVATION, OPERATION AND MAINTENANCE OF AN 18-HOLE GOLF COURSE AND  
A PORTION OF THE GOLF CLUBHOUSE AT  
**SOUTH SHORE GOLF COURSE, STATEN ISLAND;**  
SOLICITATION # R104-A-GC

***GENERAL GUIDELINES + COURSE SUPPLEMENTS***

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## **REQUESTS FOR PROPOSALS**

### **FOR THE RENOVATION, OPERATION AND MAINTENANCE OF VARIOUS GOLF COURSES IN THE BRONX, BROOKLYN, QUEENS AND STATEN ISLAND**

City of New York / Parks & Recreation (“Parks”) requests separate proposals for the renovation, operation and maintenance of one or more of the following golf courses: Pelham/Split Rock Golf Courses in the Bronx, Dyker Beach Golf Course in Brooklyn, Clearview Golf Course in Queens, Douglaston Golf Course in Queens, LaTourette Golf Course in Staten Island, and South Shore Golf Course in Staten Island. In addition, proposals must include the installation and operation of high-quality restaurant/catering facilities at Pelham/Split Rock, Dyker Beach, and LaTourette Golf Courses and the renovation and operation of an existing high-quality restaurant/catering facility at Douglaston Golf Course. Parks is seeking proposers who can demonstrate substantial experience in the operation and maintenance of golf courses and high-quality restaurant/catering facilities (where applicable) and sufficient financial capability to renovate, operate and maintain the facilities at the highest level. The concessions will be operated pursuant to license agreements with the City; no leasehold or other proprietary right is offered.

### **Project Managers**

The Parks & Recreation Project Managers for this Request for Proposals (“RFP”) are Nicole Clare and Anthony Macari. All general questions with regard to this RFP or other project inquiries should be directed to Ms. Clare. Questions related to capital work at the facilities should be directed to Mr. Macari. Both may be reached at (212) 360-1397. They may also be reached by fax at (212) 360-3434 or by e-mail at [Nicole.Clare@parks.nyc.gov](mailto:Nicole.Clare@parks.nyc.gov) or [Tony.Macari@parks.nyc.gov](mailto:Tony.Macari@parks.nyc.gov).



*If you have a hearing impairment, please call the following toll-free number and leave a message on the Telecommunications Device for the Deaf (TDD). The TDD number is (800)281-5722.*

### **Request for Proposals Timetable**

The following schedule has been established for this Request for Proposals (“RFP”). This schedule is subject to change as circumstances warrant.

**RFP Release Date:                      July 8, 2003**

**PROPOSER MEETING: TUESDAY, AUGUST 12, 2003 @ 10:00 A.M. TO 12:00 P.M.**

**\*Clubhouse Tours [August 13, 2003 through August 18, 2003 ONLY]:**

**Pelham/Split Rock GCs – Wednesday, August 13, 2003 @ 11:00 A.M.**

**Clearview GC – Wednesday, August 13, 2003 @ 2:00 P.M.**

**LaTourette GC; South Shore GC – Thursday, August 14, 2003 @ 11:00 A.M.; 2:00 P.M.**

**Dyker Beach GC – Friday, August 15, 2003 @ 11:00 A.M.**

**Douglaston GC & Restaurant – Monday, August 18, 2003 @ 11:00 A.M.**

*\*to meet at the main entrance to each golf clubhouse*

**PROPOSALS DUE:      FRIDAY, SEPTEMBER 19, 2003 @ 11:00 A.M.**



*Note: If you have a disability which would prevent you from delivering your proposal to the Arsenal and/or attending the proposer meeting & site tour, please contact the project manager at least 48 hours prior to the due date and/or meeting date so that special arrangements can be made to accommodate you.*

## **PROJECT BACKGROUND**

New York City has a long and historic tradition of golf. In fact, the first public course in the United States, Van Cortlandt Golf Course, was established in the Bronx in 1895. Currently, there are thirteen public golf courses throughout four boroughs of New York City: four in the Bronx, two in Brooklyn, four in Queens, and three in Staten Island. These facilities are operated by private concessionaires, pursuant to license agreements with Parks. Each year, more than three quarters of a million rounds of golf are played at these courses.

In 2000, Parks embarked on an extensive \$20 million capital project to install state-of-the-art irrigation systems at twelve of the courses. Designed to combat erosion and improve course conditions, the newly installed irrigation systems use in-ground sprinkler heads fed by underground pipes, which draw water from wells and rain-fed ponds. To reduce the courses' dependence on City water sources, Parks installed a number of irrigation ponds, which rely partially on rainwater, springs, and, where feasible, well water. Completed in 2001, these improvements have not only enhanced the courses physically but also raised the value of these properties from a business standpoint. As part of this Request for Proposals, Parks is seeking concessionaires who will build upon these improvements to upgrade the courses to the highest level and improve the overall appearance of the facilities. It is our goal to have these courses rank among the finest public golf courses in the Northeast.

With license agreements for the operation of seven of these courses expiring in December 2003 and January 2004, Parks is seeking experienced and financially capable proposers to undertake the renovation, operation, and maintenance of these facilities. The available courses are as follows: Pelham/Split Rock Golf Course in the Bronx (2 adjacent courses operated under one contract), Dyker Beach Golf Course in Brooklyn, Clearview Golf Course in Queens, Douglaston Golf Course in Queens, LaTourette Golf Course in Staten Island and South Shore Golf Course in Staten Island.

**With the exception of the Pelham and Split Rock Golf Courses, all other courses are being offered individually. Proposers must submit separate proposals for each location they are proposing on along with a \$50,000 proposal deposit for each proposal (\$50,000 total for Pelham/Split Rock).**

**THIS DOCUMENT LISTS GENERAL GUIDELINES FOR ALL OF THE GOLF COURSES OFFERED UNDER THIS REQUEST FOR PROPOSALS. FOR SPECIFIC INFORMATION ON EACH INDIVIDUAL COURSE, PLEASE REFER TO THE APPROPRIATE COURSE SUPPLEMENT AT THE END OF THIS DOCUMENT.**

## PROJECT DESCRIPTION

### OPERATION

#### Operating Schedule

Parks expects the concessionaire to operate the courses year-round, weather permitting. The exact hours of operation are subject to Parks' approval.

#### Greens Fees

The following chart lists the current approved golf rates ["greens fees"] that have been effective at all Parks' golf courses since April 1, 2003.

**2003 GOLF RATES**

Days	Category	Approved Rate
Monday – Friday	Early Morning (9 Holes)	\$ 14.50
	18 Holes (before 1:00 p.m.)	\$ 28.00
	18 Holes (at or after 1:00 p.m.)	\$ 25.00
	Twilight	\$ 14.50
	Seniors (62 years old and over)	\$ 14.00
	Juniors (16 years old and under)	\$ 7.50*
Saturday & Sunday, Holidays	Early Morning (9 Holes)	\$ 15.50
	18 Holes (before 1:00 p.m.)	\$ 34.00
	18 Holes (at or after 1:00 p.m.)	\$ 34.00
	Twilight	\$ 15.50

\*Junior rate is excluded from Parks' \$4.00 surcharge.

**Each of the aforementioned rates, excluding the rate for Juniors, incorporates a surcharge of \$4.00, which shall be remitted to Parks for each round played. NOTE: This surcharge per round will be separate from and in addition to the guaranteed fee offer to the City. The concessionaire's reporting of gross receipts must reflect the revenue from total rounds played, including Parks' per round surcharge. However, the calculation of percentage fees payable to the City shall be based on gross revenue exclusive of surcharge payments. In structuring their fee offers, proposers should bear in mind the per round surcharge, including its implications for the reporting of gross receipts.**

The concessionaire will be permitted to increase the greens fees annually based on the Consumer Price Index (CPI) for the New York City region; any greater increases are subject to Parks' approval.

The concessionaire will be allowed, and even encouraged, to offer seasonal rates, lower rates and/or special programs for senior citizens and youths, although the \$4.00 per round surcharge will apply in all instances (excluding Juniors). All fees must be approved by Parks.

*On no more than three (3) weekdays per week, the concessionaire will have the option of charging the "18 Holes (before 1:00 p.m.)" rate to all golfers seeking to reserve starting times between the hours of 8:00 a.m. and 11:00 a.m.. The concessionaire will have the option of selecting the specific weekdays on which this restriction shall apply, subject to Parks' approval.*

The following chart lists the number of rounds played and the reported gross receipts for each golf course during the 2001 and 2002 seasons:

<b><u>Golf Course</u></b>	<b><u>2001 Rounds</u></b>	<b><u>2002 Rounds</u></b>	<b><u>2001 Gross Receipts</u></b>	<b><u>2002 Gross Receipts*</u></b>
Pelham/Split Rock	105,910	102,312	\$3,272,266	\$3,489,669
Dyker Beach	74,694	69,122	\$1,977,832	\$2,096,203
Clearview	88,105	87,046	\$2,302,812	\$2,493,823
Douglaston	70,555	60,679	\$1,775,304	\$1,697,717
LaTourette	67,287	64,343	\$2,289,443	\$2,514,123
South Shore	60,319	58,013	\$1,463,391	\$1,625,395

\*2002 Gross Receipts reflect an approved increase of greens fees, effective June 29, 2002.

Other Rates & Fees

The following chart lists the other rates and fees approved by Parks for all golf courses, effective April 1, 2003.

<b>2003 OTHER RATES &amp; FEES</b>	
<b>Category</b>	<b>Approved Rate</b>
Reservation Fee	\$ 2.00
Golf Cart Rental (daily)	\$ 28.00
Hand/Pull Cart Rental (daily)	\$ 4.50
Locker Rental (seasonal)	\$ 45.00
Secured Parking Fee (where applicable)	\$ 2.00

The concessionaire will be permitted to increase the rates annually based on the Consumer Price Index (CPI) for the New York City region; any greater increases are subject to Parks' approval.

Food Service

There is an existing snackbar at each of the available golf courses. Parks is seeking a physical upgrade of the snackbars, where necessary, and a high standard of operation at each. Proposers should include in their proposals a snackbar menu that demonstrates quality, variety, and affordability.

As part of this solicitation, Parks is also seeking proposals for the introduction of new high-quality restaurant/catering facilities at Dyker Beach, LaTourette, and Pelham/Split Rock golf courses and the renovation of an existing restaurant/catering/snackbar facility at Douglaston golf course. New food service facilities at the three aforementioned courses will necessitate the installation of kitchen equipment and related renovation work. *Please refer to course supplements for specific information related to capital work at each of these facilities.* Parks will not entertain proposals for Dyker Beach, LaTourette, and Pelham/Split Rock golf courses that do not include new restaurant/catering facilities.

Both Clearview and South Shore Golf Courses have existing restaurant/catering facilities adjacent to them. Private restaurateurs operate these facilities as Parks' concessions and will continue to do so, pursuant to the terms of their license agreements with Parks.

Parks will entertain proposals that include the sublicensing of food service operations, which are subject to Parks' approval. Proposers seeking to sublicense food service operations will be required to report

total gross receipts generated from food service and to include a percentage of those gross receipts generated from food service in their fee offers to Parks.

Pro Shops

All golf course operations shall include the sale of golf merchandise, supplies, and equipment from a pro shop, the size and location of which are subject to Parks' approval. Proposers should include in their proposals a pro shop item list, including prices, which are subject to Parks' approval.

Parks will entertain proposals that include the sublicensing of pro shop operations, which are subject to Parks' approval. Proposers seeking to sublicense pro shop operations will be required to report total gross receipts generated from pro shop operations and to include a percentage of those gross receipts generated from pro shop operations in their fee offers to Parks.

Tournaments, Outings and League Play

The following details Parks' policy for tournaments, outings and league play at all Parks' golf courses:

- (1) No golf course may be closed for an entire day for the purposes of holding any tournament, outing, or league play event without the prior written approval of Parks. Any request to close a golf course for an entire day must be submitted at least sixty (60) days in advance of the date of the proposed event.
- (2) No more than 10% of the amount of available starting times in any calendar year may be scheduled for tournaments, outings, or league play events.
- (3) No more than 14% of the amount of available starting times in any given month may be scheduled for tournaments, outing, or league play events.
- (4) Weekends:
  - (a) No more than two (2) hours of starting times per weekend may be used for tournaments, outings, or league play events.
  - (b)
    - (i) All tournaments, outings, or league play events consisting of two (2) hours of starting times may commence only at or after 12:00 noon.
    - (ii) All tournaments, outings, or league play events consisting of less than two (2) hours of starting times may commence only at or after 11:00 A.M.
    - (iii) If more than one tournament, outing, or league play event is scheduled for one weekend day, such events must be separated by an equal amount of starting times for golfers not affiliated with such events.
  - (c) No tournaments, outings, or league play events may be scheduled on the last Sunday of each month.
- (5) Weekdays:
  - (a) No more than three (3) tournaments, outings, or league play events per week may be scheduled before 10:00 A.M. and no more than three (3) tournaments, outings, or league play events per week may be scheduled at or after 10:00 A.M.
  - (b) All tournament, outing, or league play event starting times must be separated by an equal amount of starting times for golfers not affiliated with such events.
  - (c) If more than one tournament, outing, or league play event is scheduled for one weekday, such events must be separated by an equal amount of starting times for golfers not affiliated with such events.

- (6) In the event that a tournament, outing, or league play event is postponed, it may not be rescheduled within thirty days of the original date.

The guidelines above reflect Parks' current policy regarding tournaments, outings and league play. However, Parks reserves the right to modify these rules at any time. As part of this solicitation, Parks will entertain suggestions or proposals to modify the current policy to ensure greater availability for the public to play at the golf courses. Although proposers may outline these suggestions in their proposals, Parks expects them to base their assumptions for their income and expense projections on Parks' current policy for tournaments, outings, and league play.

#### Reservations

The successful concessionaire for each course will be responsible for implementing and maintaining a state-of-the-art, computerized, online reservation system that customers may access through the Internet as well as maintaining a call-in reservation service. In addition, if the city develops a centralized golf reservation system for New York City golf courses, the successful concessionaire will be required to connect to and use such system at its own cost and expense.

#### Customer Service

Parks is seeking concessionaires who can create and maintain a high-quality golfing experience for the public. Parks encourages proposers to implement customer service mechanisms that will enhance and maintain the satisfaction of patrons, including, but not limited to, ideas to promote faster speeds of play. These mechanisms should be outlined in each proposal.

#### Community Programming

Parks encourages proposers to incorporate a community programming component into their proposal, such as youth outreach programs, discounted/free concession services, special programs/accommodations for senior citizens and persons with disabilities, and golf scholarships for youth in need.

Parks expects the successful concessionaire to develop and promote a Junior Golf Program for high school and college students. Parks encourages the golf course operator to cooperate with local school golf coaches and athletic directors to establish a schedule to accommodate school athletic programs.

Parks, acting on behalf of the City of New York, reserves the right to host a number of events at the golf course each year, including benefits and other non-profit or public events. The scheduling of these events shall be mutually agreed upon by both parties. The dates of such events shall be reserved in writing more than one month in advance.

#### Community Relations

Parks will view favorably proposals that demonstrate an awareness of the role of the golf course as an integral part of the adjacent park (if applicable) and demonstrate a commitment to cooperate with and support park administrators, park users and the surrounding community.

Parks will also encourage the operator to establish and maintain a good relationship/dialogue with the residents immediately surrounding the golf course to ensure consideration of their concerns in respect to golf course operation and maintenance. Integral to this relationship with the neighboring community will be the concessionaire's responsibilities to thoroughly maintain the perimeter of each course, including the timely removal of all litter and debris, tree pruning, and sidewalk and fence maintenance and repair. The concessionaire should also employ preventative maintenance techniques to discourage errant golf balls outside of the golf course property, such as redirecting tees as needed, providing additional plantings, and installing netting. These techniques should be outlined in each proposal.

Parks encourages the concessionaire to reach out to the local community regarding employment opportunities.

### Equipment

The concessionaire will be required to provide and maintain all equipment necessary for the successful operation of the concession. All capital improvements, fixed equipment and equipment applied towards the proposer's capital investment become the property of Parks upon installation, at Parks' option. The successful proposer will also be required to supply all additional non-fixed equipment and materials, including but not limited to personal kitchen equipment, tables and chairs, and office furniture. Proposers should differentiate between fixed equipment and personal expendable items in their proposals. Personal equipment not applied toward the required capital expenditure will remain the property of the concessionaire.

Among the non-fixed equipment that the successful proposer is required to supply is a fleet of brand-new golf carts. Upon commencing the operation of this concession, the concessionaire will be required to provide and maintain a sufficient number of new golf carts for the successful operation of the golf course(s).

## **MAINTENANCE**

### Course Maintenance

Year-round, the concessionaire will be responsible for all pruning, landscaping, maintenance, and all general grounds maintenance of the site. Given the heavy usage that the City's golf courses receive, proposers should describe the measures they intend to take to ensure the durability of the course throughout the license term. The concessionaire must provide adequate numbers of annual and seasonal staff in order to maintain the course in excellent condition. Therefore, proposers should include in their proposals detailed plans for course maintenance, staffing, anticipated turf care programs such as aerification, fertilization, fungicide, seeding, sodding, etc., as well as year-round course maintenance schedules. The concessionaire should use as guidelines the standards set by the United States Golf Association (USGA) for turf management and golf course maintenance.

The concessionaire must, at its sole cost and expense, maintain and operate the entire concession in good and safe condition and in accordance with industry standards. This includes the maintenance and repair of the entire course, driving range (if applicable), all interior and exterior structures, building systems, utility systems and connections, sewer systems and connections, equipment, fencing, lighting, sidewalks, vaults, gutters, curbs, and fixtures. To ensure Parks' satisfaction with said compliance, the concessionaire must provide Parks with full and free access to the licensed premises.

The concessionaire must, at its sole cost and expense, operate and maintain the recently installed irrigation system in good and working order. This shall include the repair and replacement of all equipment and material as needed, including the booster pump system, lake lift pump system, electrical system, weather station, radio system, computer system, control, decoder and/or satellite system, irrigation heads and lines, pump house structure and all other associated equipment and material in accordance with operation and maintenance manuals. Each fall, the concessionaire will be required to winterize the entire system and each spring, the concessionaire will be required to start up, pressurize and fill the system. The concessionaire shall repair any leaks, replace any damaged or missing irrigation heads, and maintain all equipment and pump houses in a clean and orderly manner. In addition, the concessionaire shall maintain the irrigation ponds, pond liners and overflow structures, keeping them free from algae, debris and trash, and making repairs to the pond liners as needed. The concessionaire shall, at



his sole cost and expense, retain services of qualified technicians and/or service firms to fully comply with all provisions of the irrigation system's operation and maintenance manual, as issued by Flowtronex PSI Pumping Systems. {Copies of the Flowtronex Operations and Maintenance Manual for the irrigation systems, may be obtained by contacting Parks' Blueprint/Document Services Center (see p. 11 for contact information).}

The concessionaire will also be responsible for, at its sole cost and expense, clean-up and removal of all waste, garbage, refuse, rubbish and litter from the licensed premises and the area within fifty (50) feet of the licensed premises. The concessionaire must provide adequate waste and recycling receptacles, approved by Parks, and have these receptacles emptied on a daily basis and removed by a private carter. The concessionaire must comply with all City, State, and Federal regulations regarding recycling. The concessionaire will be responsible for keeping the parking lots clean, neat, and free of litter and debris. The concessionaire must keep all signs and structures in good condition and free of graffiti.

The concessionaire must, at its sole cost and expense, thoroughly maintain the perimeter of each course, including providing for the timely removal of all litter and debris, tree pruning, and sidewalk and fence maintenance and repair. Therefore, proposers should include in their proposals detailed plans for perimeter maintenance.

#### Horticultural Improvements and Tree Maintenance

Parks seeks proposals that aim to improve the horticultural amenities at each golf course. The concessionaire will be expected to establish planting areas for flowers, flowering shrubs, and flowering trees at strategic locations throughout the golf course, such as the entrance to the course, around the clubhouse, and along the course perimeter. Proposers should submit detailed plans for horticultural improvements, including proposed locations and designs, as well as the types and approximate quantities of flowers, flowering shrubs, and flowering trees proposed for each planting area, subject to Parks' approval.

Trees may not be cut down or removed from the licensed premises, without prior written approval from Parks.

The boroughs of Brooklyn and Queens (as well as Manhattan) have been identified as quarantine zones for the Asian Long Horned Beetle (*Anoplophora glabripennis*), an invasive beetle known to attack maple, horsechestnut, elm, willow, birch, poplar, and ash trees. The concessionaire will be required to adhere to all rules and regulations established by the United States Department of Agriculture, the New York State Department of Agriculture & Markets, and Parks concerning infestation control and treatment and general tree trimming and removal practices.

#### Public Safety

**The concessionaire shall, throughout each operational year, take all measures necessary to provide a safe environment for the public at each golf course, including but not limited to the following:**

- **Installing snow fencing around any water bodies on the licensed premises by the beginning of each winter and removing all snow fencing at the end of each winter**
- **Providing sufficient numbers of rescue ladders within appropriate proximity of any water bodies on the licensed premises**
- **Erecting signage as necessary warning against ice conditions and swimming, etc.**

**Proposers should outline in their proposals techniques to address public safety concerns at the golf courses, such as daily inspections of the aforementioned equipment and perimeter fencing, etc.**

### Inspections

Inspectors from Parks will visit the golf courses unannounced to inspect operations and ensure proper maintenance of the site. Based on their inspections, Parks may issue directives regarding deficiencies the concessionaire will be obligated to rectify in a timely fashion. Violations of the terms of the license agreements may also result in the assessment of fines which, if not paid promptly, may be deducted from the concessionaire's security deposit.

### Drought Issues

Subsequent to the installation of new irrigation systems at the golf courses, there are now replenishing ponds and wells at all of the courses included in this solicitation, with the exceptions of Pelham and Split Rock Golf Courses where no wells are installed. Due to unsuitable subsurface conditions, constructing replenishing wells at Pelham and Split Rock Golf Courses was not feasible.

During drought restrictions imposed by the City, the relevant concessionaire will be allowed to water the courses using well water and underground water systems. However, the concessionaire will be required to adhere to all Department of Environmental Protection (DEP) directives regarding this issue.

## **CAPITAL IMPROVEMENTS**

**THE FOLLOWING PROVIDES GENERAL GUIDELINES FOR THE ANTICIPATED CAPITAL WORK AT ALL OF THE GOLF COURSES. PLEASE REFER TO COURSE SUPPLEMENTS FOR SPECIFIC INFORMATION RELATED TO CAPITAL WORK AT EACH COURSE.**

All capital work shall be completed in such a manner so as to create a minimum amount of interference with golf course availability to the public. Parks will entertain proposals that schedule the capital work in phases so as to ensure year-round access to the golf course (e.g. creating a temporary green while performing renovations to an existing green.)

### **GENERAL CAPITAL IMPROVEMENTS**

Parks anticipates a substantial investment from the proposer. All costs associated with the renovation and operation of the facility will be paid for by the concessionaire. Parks expects that the capital investment for this concession will include, but not be limited to, the following:

**Course Improvements** (*Proposers should include detailed hole-by-hole course improvement plans in their proposal submissions.*)

- Perform various enhancements throughout course to improve and speed-up play
- Complete all golf cart paths with asphalt pavement to provide end-to-end coverage, where feasible
- Provide cart path curbs around perimeter of all tees and greens
- Reconstruct known problematic greens providing new subsurface and turf
- Cross-trench all greens to improve drainage
- In coordination with Parks' Forestry Division, provide pruning of trees around all tees and greens to maximize exposure to natural sunlight. *Trees may not be cut down or removed from the licensed premises, without prior written approval from Parks.*

- Remove all overgrown heavy brush in rough areas around tees and greens to improve ventilation and appearance
- Restore sand traps by improving drainage. Sod or seed perimeter and create better-defined edges
- Extend irrigation to cover fringes, open roughs and any other known gaps in coverage
- Provide and maintain netting to prevent golf balls from traveling into adjacent streets, neighborhoods and between holes as necessary
- Re-sod and re-seed fairways, fringe and roughs as needed
- Expand tee boxes where possible and reconstruct known problematic areas
- Provide amenity station at each hole complete with ball washer, water cooler and a granite or wood marker indicating the hole layout and yardage
- Provide 100-, 150- and 200-yard markers at all holes
- Provide red, white, and blue flags to designate forward, middle, and back placement of holes
- Replace perimeter fencing, as needed
- Screen off all maintenance/utility buildings with landscaping or appropriate fencing

### **Clubhouse Improvements**

Parks will consider favorably proposals that demonstrate sensitivity to the architectural and historic character of existing structures. The following is a list of the anticipated capital improvements for the clubhouses:

- Provide Americans with Disabilities Act (ADA) compliance throughout to meet all City and State codes
- Scrape and paint all interiors and all exterior wood trim, taking care to preserve all unpainted finishes and adjacent architectural elements during the painting process
- Provide for asbestos inspection and abatement, as necessary
- Assess and repair all roofs, gutters and drains, as needed, repairing any leaks; material used for repairs is subject to Parks' approval
- Assess and repair all mechanical, plumbing and electrical systems, as needed
- Make improvements to the food service areas including providing new kitchen equipment, counters tables and chairs
- Renovate all restrooms: provide new fixtures and accessories and repair tiles, retaining historic and architectural character of fixtures, accessories, and tiles, if applicable
- Renovate all locker rooms and shower areas
- Restore lobby spaces – *refer to the course supplements for individual clubhouse details.*

### **Horticultural Improvements**

- Establish planting areas for flowers, flowering shrubs, and flowering trees at strategic locations throughout the golf course, such as entrance to course, around clubhouse, and along the course perimeter

### **Parking Lot Improvements**

- Regrade, pave, restripe, as needed
- Repair curbs, as needed
- Provide appropriate fencing or landscaping to screen parking lot from view

## **SPECIFIC COURSE IMPROVEMENTS**

*REFER TO INDIVIDUAL COURSE SUPPLEMENTS.*

*Note: All designs, outdoor signage, and capital work performed at the site will require prior approval from Parks, the New York City Art Commission, the New York City Landmarks Preservation*

***Commission (if applicable), and any other agencies having jurisdiction. Additionally, all necessary permits and approvals for capital work and designs for on-site structures must be obtained from the Department of Buildings.***

Parks makes no representations regarding the adequacy of site utilities currently in place at the site. The concessionaire will be responsible for connecting to and/or upgrading any existing utility service or creating a new utility system, and obtaining the appropriate permits and approvals. The concessionaire will be responsible for any and all utility costs connected with the operation of this concession during the term of license. These utility costs include paying all water and sewer charges that the Department of Environmental Protection (DEP) assesses for water usage.

All improvements shall be paid for by the concessionaire. All capital improvements, fixed equipment and equipment applied towards the proposer's capital investment become the property of Parks upon installation, at Parks' option. The successful proposer will also be required to supply all additional non-fixed equipment and materials, including but not limited to personal kitchen equipment, tables and chairs, and office furniture. Proposers should differentiate between fixed equipment and personal expendable items in their proposals. Personal equipment not applied toward the required capital expenditure will remain the property of the concessionaire.

In their submissions, proposers should describe all intended capital work and provide cost estimates, drawings, and a timetable for proposed capital work. (For more information, please see items #2 & #3 on p. 16, section C, *Proposal Submission Guidelines*.)

*Proposers are encouraged to research the historical layout of each golf course and the architectural history of each clubhouse before preparing their proposals. Historical maps and records as well as plans of the most recent irrigation project may be obtained from Parks' Blueprint/Document Services Center at the Olmsted Center in Flushing Meadows-Corona Park, Queens. To make an appointment, please contact Steve Rizick, Director of Document Services, at (718) 760-6798. Parks makes no representations as to the availability, accuracy or completeness of these documents. There is a nominal fee for reproductions.*

### **Design Review Fee**

A percentage of the guaranteed minimum capital expenditure, as detailed in your proposal, will be charged to the concessionaire for the review of the design documents by Parks Personnel. Upon signing the license agreement, the successful proposer will pay the design review fee, which is one percent (1%) of the capital investment to which the proposer/licensee is committed in the license agreement.

### **THE TERM(S)**

The term for each golf course shall be **TWENTY (20) YEARS**. The concessions will be operated pursuant to license agreements; no leaseholds or other proprietary rights are offered.

## **PROPOSER INFORMATIONAL MEETING**

Parks will hold an informational meeting for proposers to discuss issues and answer all relevant questions related to this Request for Proposals. The meeting will be held as specified below:

Date: Tuesday, August 12, 2003  
Time: 10:00 a.m. – 12:00 p.m.  
Location: The Arsenal, Central Park  
830 Fifth Avenue (at 64<sup>th</sup> Street)  
Fourth Floor, North Roof  
Rain location: The Arsenal, Central Park  
Third Floor, Arsenal Gallery

If you are considering responding to this RFP, please make every effort to attend the meeting.

## **SITE TOURS / ON-SITE INSPECTIONS**

In an attempt to minimize the impact of site inspections on clubhouse operations, Parks representatives will conduct tours of the clubhouses during the weeks of August 11 and August 18 – from **Wednesday, August 13 through Monday, August 18 only** – according to the following schedule:

<b>Pelham/Split Rock:</b>	<b>Wednesday, August 13, 2003 at 11:00 a.m.</b>
<b>Clearview:</b>	<b>Wednesday, August 13, 2003 at 2:00 p.m.</b>
<b>LaTourette:</b>	<b>Thursday, August 14, 2003 at 11:00 a.m.</b>
<b>South Shore:</b>	<b>Thursday, August 14, 2003 at 2:00 p.m.</b>
<b>Dyker Beach:</b>	<b>Friday, August 15, 2003 at 11:00 a.m.</b>
<b>Douglaston:</b>	<b>Monday, August 18, 2003 at 11:00 a.m.</b>

All tours will meet at the main entrances to the clubhouses. If you are considering responding to this RFP, please make every effort to attend the clubhouse tour for the relevant golf course(s). So as to minimize the impact on public play at the golf courses, Parks representatives will not be conducting walkthrough tours of the actual courses. Given that the site tours shall focus predominantly on the clubhouses, proposers who wish to become more familiar with the course(s) may want to consider making reservations to play one or more rounds of golf.

## **Requirements during the Term of The License**

1. The successful proposer will be responsible for obtaining any and all necessary approvals, permits and licenses for the renovation and lawful operation of this concession.
2. A security deposit of *at least 25%* of the highest year's guaranteed minimum license fee will be required for the duration of the term. This security deposit, which may be in the form of a letter of credit or other format approved by Parks, will be due upon signing.
3. The concessionaire will be required to carry Commercial General Liability insurance in the amount of \$5,000,000, Personal Injury Liability insurance in the amount of \$1,000,000, Property Damage insurance the amount of \$1,000,000, and statutory limits of Worker's Compensation and Disability Insurance. The insurance certificate must name the City of New York as an additional insured. Fire and extended coverage equal to the replacement value of the structures will also be required, with Parks named as sole insured. Proposers are on notice that the City may require higher liability limits if, in the opinion of the City's Risk Manager, the proposed program warrants it.
4. The concessionaire will be obligated to supply all equipment necessary for the operation of this concession. All fixed equipment becomes the property of Parks upon installation, at Parks' option. Should Parks choose not to exercise this option, it will be the responsibility of the concessionaire to remove fixed equipment and return the licensed premises to Parks in a condition as good as or better than that at the commencement of the license term.
5. The concessionaire will be responsible for any and all utility costs connected with the operation of this concession. This includes but is not limited to installing all necessary utilities, service lines, conduits, water meters, pipes, etc. These utility costs also include paying all water and sewer charges that the Department of Environmental Protection (DEP) assesses for water usage. The concessionaire will be responsible for removing any unsuitable existing materials as required. Parks makes no representations that there are adequate utilities currently in place at the site.
6. The concessionaire will be required to submit monthly statements of gross receipts from all categories of income in a format approved by Parks. At the end of each operating year, the concessionaire will be required to submit a detailed income and expense statement for the past year's operation. The concessionaire will be required to maintain a revenue control system to ensure the accurate and complete recording of all revenues, in a form and manner acceptable to the City.
7. All fees, prices, and any subsequent increases must be approved in advance by Parks. Hours and days of operation must also be approved in advance by Parks.
8. The concessionaire must remove all rubbish generated by this concession from licensed area and surrounding areas affected by the facility's operation, including parking lots. The concessionaire will be responsible for cleaning the licensed premises and the area within fifty (50) feet of the licensed premises. The concessionaire must provide garbage cans approved by Parks and have these cans emptied on a daily basis and all garbage removed by a private carter. The concessionaire must comply with all City, State, and Federal regulations regarding recycling. The concessionaire will be responsible for keeping the parking lot clean, neat, and free of litter and debris.
9. The concessionaire must keep all signs and structures in good condition and free of graffiti.

10. The concessionaire will not cut down or remove any trees on the permitted premises without prior written approval from Parks. Any attachments to the trees, such as lights, will not be permitted.
11. The concessionaire will be required to maintain and clean public restrooms at the site on a schedule approved by Parks.
12. The concessionaire will be required to make all necessary repairs during the term of the license.
13. The concessionaire will be responsible for maintaining total security within the licensed premises and cooperating with Parks to ensure the security of the surrounding park.
14. The concessionaire must cooperate with Parks during special events or other unanticipated eventualities.
15. The concessionaire will comply with all City, State and Federal laws relating to access for persons with disabilities.
16. The selling and/or advertisement of cigarettes, cigars, or any other tobacco products is strictly prohibited. It is the concessionaire's responsibility to adhere to and enforce this policy.
17. Smoking in any building is strictly prohibited. It is the concessionaire's responsibility to adhere to and enforce this policy.
18. Pursuant to Parks' policy citywide, the concessionaire will not be permitted to sell any beverages in glass bottles. All beverages sold must be in non-glass, shatter-proof containers. Also, the use of polystyrene packaging or food containers will be prohibited in the operation of the concession.
19. The concessionaire must retain a professional New York State-licensed engineer or registered architect for design and filings of proposed capital work and to oversee the entire construction project. This supervising architect or engineer will be required to ensure that all construction conforms to the plans approved by Parks' Design Division. Proposers shall submit these Engineer or Architect's qualifications to Parks for approval.
20. A construction security deposit, in an amount and format approved by Parks, shall be provided to ensure that all renovation work is completed. This security deposit, preferably in the form of a letter of credit, must be in place before any construction or renovation work commences.
21. The successful proposer will provide Parks with all plans and specifications upon completion of the construction documents. The plans should be in ink on Mylar paper.
22. The concessionaire will pay all taxes applicable to the operation of the concession. With the exception of the Combined State and New York City Sales Tax on Food, no such applicable taxes, may be deducted from gross receipts or from license fees.
23. The successful concessionaire will be required to register any and all underground oil storage tanks over a 1,100 gallon capacity with the Department of Environmental Protection (DEP). The concessionaire will then be required to perform or to have performed a tightness test conducted at least once every five years.

24. Concessionaires must comply with all terms of their license agreements. Inspectors from Parks will visit the concession site unannounced to inspect operations and determine whether or not the concessionaire is in compliance with the terms of the license. If inspectors find violations, the concessionaire may be fined for each violation. Fines, if they are not paid promptly, may be deducted from the concessionaire's security deposit.

## **THE REQUEST FOR PROPOSALS PROCESS/PROPOSAL PROCEDURE**

### **A. Proposal Submission Instructions**

All proposals **must** meet the requirements listed below in the *Proposal Submission Requirements* section, and should comply with the guidelines listed in the *Proposal Submission Guidelines* section.

**PROPOSERS SHOULD NOTE THAT WITH THE EXCEPTION OF THE PELHAM AND SPLIT ROCK GOLF COURSES, ALL OTHER COURSES ARE BEING OFFERED INDIVIDUALLY. PROPOSERS MUST SUBMIT SEPARATE PROPOSALS FOR EACH FACILITY THAT THEY SEEK TO OPERATE. PROPOSERS SEEKING THE CONCESSION FOR PELHAM AND SPLIT ROCK GOLF COURSES NEED ONLY SUBMIT A SINGLE PROPOSAL FOR THE TWO COURSES.**

**Please submit EIGHT (8) COPIES of each proposal submission.** Proposals should be printed or typed on 8 ½" x 11" paper. There is no page limit for proposals, but proposers are encouraged to use discretion in the amount of information they submit. The proposal, the proposal deposit, and any additional information should be submitted in a sealed envelope with the following information written on the outside:

- Your name and address
- Solicitation # (*Please refer to "PROPOSER'S NOTE" below.*)
- Golf course name
- Return Date: September 19, 2003, 11:00 a.m.

**No proposals should be submitted in plastic sleeves or spiral binders. Illustrations may be included. All plans are subject to Parks' approval. Oversized drawings may be submitted, but must be accompanied by 8 ½" x 11" sectionals or reductions to 8 ½" x 11". No telegraphic or facsimile proposals will be accepted.**

**PROPOSER'S NOTE:** The solicitation numbers for the golf courses are as follows:

- **Pelham/Split Rock Golf Courses, the Bronx** – Solicitation # X39-F-GC
- **Dyker Beach Golf Course, Brooklyn** – Solicitation # B28-H-GC
- **Clearview Golf Course, Queens** – Solicitation # Q10-GC
- **Douglaston Golf Course, Queens** – Solicitation # Q411-R-GC
- **LaTourette Golf Course, Staten Island** – Solicitation # R13-B-GC
- **South Shore Golf Course, Staten Island** – Solicitation # R104-A-GC



## **B. Proposal Submission Requirements**

Each proposal submitted must meet the following requirements. Failure to comply will result in the automatic disqualification of a submission from further consideration.

1. Proposers must submit a proposal that includes a fee offer.
2. All proposals must be received in the office of the Assistant Commissioner, Revenue Division, City of New York Parks & Recreation, The Arsenal – Central Park, 830 Fifth Avenue, Room 405, New York, NY 10021 **no later than 11:00 a.m. on Friday, September 19, 2003.** All proposals must be submitted in sealed envelopes. Hand delivery to Room 405 before the deadline is recommended to ensure consideration of your proposal. Proposals received after the time and date listed above will be returned to the proposer unopened and will not be considered for award.
3. Proposers are required to submit a proposal deposit in the form of **certified, official/bank, cashier's check or money order** in the amount of **\$50,000.00** with the proposal (payable to City of New York Parks & Recreation). Personal or business checks will not be accepted. The proposal deposit is retained only in the event that the successful proposer fails to enter into a contract with Parks. Proposal deposits will be returned to unsuccessful proposers after the contract is signed with the successful proposer. **A SEPARATE PROPOSAL DEPOSIT MUST BE SUBMITTED WITH EACH PROPOSAL (\$50,000 TOTAL FOR PELHAM/SPLIT ROCK).**

## **C. Proposal Submission Guidelines**

1. The fee offer should state the highest sum proposer is prepared to pay as a license fee, expressed as guaranteed minimum fee for each year of the license term versus a percentage of gross receipts, whichever is greater. The City strongly urges that there be an escalation in the guaranteed minimum fee and gross percentages over the license term.
2. Proposers should submit detailed descriptions of capital work (including hole-by-hole course improvement plans, clubhouse renovations, and parking lot improvements), cost estimate/construction budgets, and anticipated capital schedules/timetables. In putting together your capital submission, please be aware that in the successful proposer's license agreement, the construction budget provided in its proposal will become a minimum required capital expenditure, the time frame proposed will become a mandatory capital schedule, and proposed duration required to secure financing will determine financing deadline. In the event the successful proposer performs all capital improvements for less than the minimum required capital expenditure, any excess monies shall be remitted to the City as additional license fees. Therefore, proposers are urged to be realistic or even conservative in the investment that they offer. In addition, the successful proposer will be obligated to meet all design and construction deadlines detailed in its proposed capital schedule. Failure to do so may result in liquidated damages or termination.
3. Proposers should submit preliminary design drawings or renderings showing the proposed layout and appearance of the new or renovated facilities on the course. All final designs must be approved by Parks and other pertinent agencies before construction can commence on the site.

4. Proposers should submit lists of all equipment necessary for the successful operation of the concession. These lists should differentiate between fixed equipment and personal expendable items.
5. Proposers should submit a detailed description of their planned operations, including hours of operation, prices and fees differing from or in addition to Parks-approved rates, lessons and related programs, operating plan for restaurant/catering facility (if applicable) with appropriate menu and price list, operating plan for snackbar with appropriate menu and price list, operating plan for a pro shop with appropriate item and price list, proposed modifications to tournament/outing/league play policy (if applicable), plans for online and telephone reservation systems, proposed solutions to errant golf ball issues, and proposed public safety techniques. All plans, fees, prices, and items sold are subject to Parks' approval. Parks will view favorably proposals that intend to offer special programs for Juniors, Seniors, persons with disabilities and/or make special accommodations for the use of the facility for schools, communities, and non-profit organizations.
6. Proposers should submit detailed plans for course and perimeter maintenance, course durability measures, staffing, anticipated turf care programs such as aerification, fertilization, fungicide, seeding, sodding, etc., as well as year-round course maintenance schedules.
7. Proposers should submit detailed plans for horticultural improvements, including proposed locations and designs, as well as the types and approximate quantities of flowers, flowering shrubs, and flowering trees proposed for each planting area.
8. Proposers should submit a detailed description of the operations/maintenance team, including names, addresses, phone numbers and relevant professional qualifications of all persons or entities involved in the renovation, operation and maintenance of the golf course facilities. Preference will be given to proposers that demonstrate extensive experience in the operation and maintenance of golf courses and high-quality restaurant/catering facilities (where applicable), including work with other municipalities, or access to individuals and/or firms with such expertise, and professional ability to renovate, operate, and maintain the course in a manner consistent with the proposal. Proposers should also include work experience with New York City agencies, or access to individuals and/or firms with such expertise.
9. Proposers should submit a financial statement or statements prepared in accordance with standard accounting procedures, demonstrating sufficient financial resources or reasonable access to such resources to develop and operate the site in a manner consistent with the proposal. Proposers are encouraged to include a detailed description of proposed construction and permanent financing along with letters of interest and/or intent from lenders.
10. Proposers should submit a detailed, well thought-out pro-forma income and expense projection for each year of operation. This pro-forma projection should include explanations for all the assumptions used in its formulation.
11. Proposers should submit an estimated number of full-time and seasonal employees respectively, the positions these employees will fill, and the percentage of these employees that they expect to hire from the local community, if applicable. Parks encourages the concessionaire to reach out to the local community regarding employment opportunities.

12. Proposers should submit two (2) completed copies of Parks' Personal/Business questionnaire and VENDEX questionnaires (Business Entity and Principal Questionnaires) which can be obtained by contacting the project managers.
13. Parks is charged with improving customer satisfaction with the services provided at facilities on parkland and is seeking concessionaires who can create and maintain a high-quality golfing experience for the public. Therefore, Parks would like proposers to explain in their submissions the mechanisms they would use to enhance and maintain the satisfaction of patrons, including, but not limited to, ideas to promote faster speeds of play. Additionally, Parks encourages proposers to submit plans to measure and ensure customer satisfaction with the services offered by the concession, such as customer evaluations or survey forms. Proposers should also explain how they would improve the quality of services offered if the above mechanisms indicate a need to do so.

#### **D. Evaluation and Selection Procedures**

Proposals will be evaluated by a selection committee composed of Parks' employees, in accordance with procedures established by the Franchise and Concession Review Committee, based on the criteria listed below. The concession will be awarded to the proposer whose submission the selection committee judges best overall based on these criteria.

##### 1. Proposal Evaluation Criteria

In evaluating proposals, Parks will use the following criteria:

- Fee offer**
  - Preference will be given to the proposal that provides the greatest financial return to the City as reflected in annual license fees and percentages of gross.
- Capital improvements and designs submitted**
  - Preference will be given to the proposal offering the greatest capital investment and the highest quality architectural, landscape and golf course renovations. Parks will consider favorably proposals that demonstrate sensitivity to the architectural and historic character of existing structures.
- Operating experience / Professional ability**
  - Preference will be given to proposers that demonstrate substantial experience in the operation and maintenance of golf courses and high-quality restaurant/catering facilities (where applicable), including work with other municipalities, or access to individuals and/or firms with such expertise, and professional ability to renovate, operate and maintain the course in a manner consistent with the proposal.
- Planned operations/maintenance**
  - Preference will be given to proposals that exhibit an ability to operate and maintain the golf course in excellent condition, and employ techniques to improve and maintain customer satisfaction. Parks will also consider proposed community programming/relations initiatives.
- Financial capability**
  - Preference will be given to proposals that demonstrate the financial ability to renovate, operate and maintain the facility at the highest possible level.

## 2. Evaluation Procedures

Parks will only consider proposals that meet satisfactory levels of the above criteria. The City is not required to accept the proposal that includes the highest fee offer. Parks' acceptance of a proposal does not imply that every element of that proposal has been accepted.

Parks cannot consider any proposal that does not comply with the Submission Requirements' section of this RFP. Proposals that do not meet these requirements will not be evaluated.

When feasible, employees of Parks will visit facilities operated by proposers.

### **E. Other General RFP Requirements and Conditions**

Parks reserves the right to postpone or cancel this RFP or reject all proposals, if in its judgement it deems it to be in the best interest of the City of New York to do so.

Proposers are advised that Parks has the option of selecting the proposer without conducting negotiations. Therefore, it is recommended that proposers submit their best proposals initially, since negotiations may not take place.

Parks shall not be liable for any costs incurred by proposers in the preparation of proposals or for any work performed in connection therein.

A proposer may submit a modified proposal to replace all or any portion of a proposal submitted up until the proposal submission deadline. The project manager will only consider the latest version of the proposal. Late proposals and late modifications will not be considered for evaluation. Proposers may withdraw their proposals from consideration at any time before the proposal deadline. To withdraw a proposal, the proposer must provide Parks with written notification.

Technical addenda issued by Parks will be the only authorized method for communicating clarifying information to all potential proposers. Proposers should contact the agency before submitting a proposal to verify that they have received any addenda issued. Proposers are required to acknowledge the receipt of any addenda in their proposal submissions.

#### New York State Freedom of Information Law

All Requests for Proposals submission materials become the property of the City of New York and Parks & Recreation. Proposal submission material will generally be made available for inspection and copying by interested parties upon written request, except when exempted from disclosure under the New York State Freedom of Information Law.

Parks is subject to the New York State Freedom of Information Law, which governs the process for the public disclosure of certain records maintained by Parks. (*See Public Officers Law, Sections 87 and 89.*) Individuals or firms that submit proposals to Parks may request that Parks except all or part of such a proposal from public disclosure, on the grounds that the proposal contains trade secrets, proprietary information, or that the information, if disclosed, would cause substantial injury to the competitive position of the individual or firm submitting the information. Such exception may extend to information contained in the request itself, if public disclosure would defeat the purpose for which the exception is sought. The request for such an exception should be in writing and state, in detail, the specific reasons for

the requested exception. It should also specify the proposal or portions thereof for which the exception is requested. If Parks grants the request for exception from disclosure, Parks shall keep such proposal or portions thereof in secure facilities.

The Office of the Comptroller of the City of New York is charged with the audit of concession agreements. Any person or entity that believes that there has been unfairness, favoritism or impropriety in the proposal process should inform the Comptroller's Office of Contract Administration, 1 Centre Street, Room 835, New York, New York 10007. This office may be reached at (212) 669-3000.

Adrian Benepe, Commissioner