



Request for Proposals

CITY OF RED WING, MINNESOTA

REQUEST FOR PROPOSALS

**GOLF COURSE MANAGEMENT & MAINTENANCE FOR
MISSISSIPPI NATIONAL GOLF LINKS**

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CITY OF RED WING, MINNESOTA
REQUEST FOR PROPOSALS
GOLF COURSE MANAGEMENT & MAINTENANCE FOR MISSISSIPPI NATIONAL GOLF LINKS
August 16, 2013

SECTION 1.0 OVERVIEW

1.1 INTRODUCTION

The City of Red Wing (hereinafter referred to as "the City") is soliciting proposals from experienced and capable parties ("Proposer") interested in operating Mississippi National Golf Links ("MNGL"); the course, clubhouse, pro shop, food/beverage service, and banquet facilities. The business opportunities covered by this RFP include the management of a 36-hole golf course, clubhouse, and pro shop. The successful respondent will be responsible for providing food, beverage, bar, banquet center operations to golfers and non-golfers, driving range services, and operating and maintaining food/beverage facilities (kitchen, dining room, bar area, snack bars, and patio area). Proposers must respond to this RFP assuming the management of a 36-hole course. Additionally, Proposers may include an option to manage/operate an 18 or 27-hole golf course, or other configuration, whichever is deemed most practical and financially viable.

The City, through this RFP process, intends to enter into an agreement with the Proposer who assumes the golf course operations will be self-sufficient. While the City anticipates that MNGL can be successful on this self-sufficient basis, the City realizes that a one-time capital investment could increase such potential and expedite the reopening of MNGL. Each Proposer is required to provide their suggested capital improvement needs necessary to promote self-sufficiency and re-open the course for each option they submit. Following the initial capital investment, the RFP allows interested Proposers to manage and operate MNGL in a self-sufficient mode and reinvest capital as the club produces net operating income. It is the City's intention to enter into an agreement with an initial term of five (5) years with two five-year options to renew at the City's sole discretion. Alternatively, the City is looking for creative business proposals so the RFP allows interested Proposers to invest private capital into MNGL and take on a greater public private partnership role. With such alternate, and in exchange for a significant capital investment, the City would seek to establish a longer term agreement with a Proposer that will provide the Proposer with an opportunity for a return on investment. Under this alternate, the City would enter into an agreement with the term ultimately dependent upon the Proposer's proposed level of capital investment in the facility.

1.2 SCHEDULE

The anticipated schedule for this Solicitation is as follows:

Date	Activity
August 16, 2013	Release of RFP
August 28, 2013	Confirm Attendance at Pre-Proposal meeting with City Clerk
August 30, 2013	Pre-Proposal Meeting and Site Visit
September 20, 2013	Deadline for Submitting Questions
September 22, 2013	Necessary Addendums Issued
September 27, 2013	Proposal Deadline
October 1-13, 2013	Proposals Reviewed / Interviews Scheduled / Conduct Interviews
October 14, 2013	Seek Council authority to negotiate with selected vendor
TBD	Agreement Negotiations and Finalization
TBD	City Council Approval of Agreement
TBD	Agreement Commencement

**The City reserves the right to make adjustments to the above noted schedule as necessary.*

SECTION 2.0 ABOUT RED WING AND MISSISSIPPI NATIONAL GOLF LINKS

The City of Red Wing boasts a population of over 16,000 residents located approximately one hour south of the Twin Cities. Situated on Hwy 61, Red Wing remains a popular place for new families to call home. It's small town feel, excellent school system, and reasonable housing costs continue to attract new residents. The City of Red Wing is home to Mississippi National Golf Links, a golf course with two beautiful and challenging 18 hole public golf courses sprawling over approximately 425 acres. The Golf Course is located just a little over one hour away from the Twin Cities and 2 miles from downtown Red Wing, on the south side of town off of Highway 61.

Established in 1986, the Tournament Course 18 is more of a traditional style course with rolling fairways and spacious greens. The tournament course measures 6,484 yards, being a par 71. Surrounded by the beauty of the Hiawatha Valley, the Tournament Course 18 has played host to the U.S. Senior Open qualifying, U.S. Amateur qualifying, and has held the Minnesota Section PGA Championship. Nine holes of the Highlands were opened in 1990 with the other nine completed and played on in 1999. This scenic 18 features views from high above the Hiawatha Valley into the Mississippi River bottoms, and surrounding valleys. The Highlands Course measures 6,282 yards, being a par 71 also. As breath taking as the views, it will be the golf course that you leave talking about. The Highlands signature hole is #17 which features a 120-foot drop from tee to green.

The Clubhouse is a two-story building which has a 723 square foot Pro Shop, approximately 1,900 square foot banquet room, 1,850 square foot bar/grill area, and a 2,200 square foot patio. The overall condition of the Clubhouse is good, but it does need some work to bring it up to code. Addendum A lists items that would need to be done in order to serve food and also includes a floor plan of the Clubhouse.

On February 25, 2013 Red Wing City Council decided to close Mississippi National Golf Links (with the exception of the Driving Range) for the 2013 golf season. This decision was made primarily because the City has initiated litigation to resolve issues related to the former lease of Mississippi National Golf Links with the former operator. These issues were

not resolved in time to open the course for the 2013 golf season. During the 2013 golf season, the course will be maintained to a minimum level so that it can be opened in 2014 without damage to the fairways and greens. The Driving Range at Mississippi National is open during the 2013 season.

A detailed history of background information on Mississippi National Golf Links can be found at:

<http://www.red-wing.org/mnglbackground.html>

Section 2.1 ASSETS

All assets located at the Course will remain the sole property of the City. For purposes of this RFP, the following assets are located at the Golf Course:

1. The real property owned by the City that is currently utilized for the operation of the Golf Course together with easement rights benefiting the Golf Course and subject to easements, conditions and restrictions of record.
2. Furniture, fixtures and equipment utilized in the operation of the Golf Course.
 - a. 36-hole golf course, including the following:
 - i. Completed greens, tees, bunkers, and fairways;
 - ii. A practice and putting green
 - iii. Water supply system, including three wells, irrigation pond, and automatic sprinkler system sufficient to water the green, tee and fairway system and driving range;
 - b. An access from Highway 61 to the Premises.
 - c. A driving range
 - d. A two-level clubhouse. See Addendum A for floor plans and specific information about the Clubhouse.
 - e. A cart shed roughly 44 x 126 feet in size.
 - f. One maintenance shop structure roughly 34 x 70 feet in size.
 - g. One green maintenance shed roughly 50 x 80 feet in size.
 - h. One building for the Golf Course Driving Range roughly 20 x 30 feet in size, and the Driving Range lighting system.
 - i. One building (comfort station) near hole 6 on the Tournament Course, roughly 20 x 20 feet in size, used as a restroom facility and snack bar.
 - j. Three wells/pump houses roughly 16 x 12, 30 x 14 and 14 x 25 feet in size respectively.
 - k. Three storm shelters, all roughly 14 x 20 feet in size.
 - l. Sidewalks serving the parking lot and hard-surface (asphalt) parking lot with asphalt to the points of ingress and egress to the Golf Course.
 - m. Parking lot at clubhouse, and parking lot lighting system.
 - n. Gazebo.
 - o. Lighted street sign on Highway 61.
 - p. Two potable wells.
3. The name Mississippi National Golf Links.

Section 3.0 SCOPES OF SERVICES

The City of Red Wing is seeking an experienced and capable golf course operator to enter into an agreement with the City for the management, operation and maintenance of all elements of MNGL. The City also desires to deliver

optimal value to MNGL guests, improving upon its financial position, market share and future capital improvement reserves.

While the successful Proposer will operate under an agreement with the City, such proposals may include arrangements whereby the food, beverage and banquet center operations are performed by a separate individual or firm, including the clubhouse food and beverage operator, through a joint venture, lease, or other contractual agreement with the Proposer. However, the City must approve any such agreement and the City will not be a party to the agreement to provide such food, beverage, and/or banquet functions. The successful Proposer will be the primary responsible party under an agreement with the City.

The City's desired outcome is the seamless delivery of golf, maintenance, facility management, and food, beverage and banquet services.

The selected Proposer must have staff with a demonstrated ability to work in harmony with each other, the golfing community, banquet and food service customers, City staff and administration, and the general public to meet golf course facility goals and customer expectations. The Proposer must also have a qualified golf staff that stays current with golf industry practices and trends, implement current standards of turf maintenance, hold insect and pesticide applicators licenses, and are knowledgeable of environmental issues and mitigations. The selected Proposer must also provide qualified food and beverage staff who stay current on industry food preparation standards and trends.

The selected Proposer will work cooperatively with City staff in the development of the City's operating and capital budgets and shall prepare quarterly updates of budget status, business performance, and future activity plans.

Representatives of the selected Proposer shall meet at such times as may be required with representatives of the City to review performance under the agreement, review monthly financial reports, and discuss overall management and operation as well as marketing strategies of Mississippi National Golf Links.

The selected Proposer shall assign a representative to attend meetings with City staff and Council Members, as necessary.

Specific Scope of Work

The following description is provided as a minimum guideline only. The Proposer shall be expected to work with the City to clarify and finalize a detailed scope of services described within each of the following business units; Operations and Programming, Capital Improvements, and Other Requirements as outlined in this section.

Operations and Programming

- Procure all materials, labor, tools, equipment, furnishings, inventory, supplies and services required for the Proposer to manage all professional services for the golf course, driving range, practice areas, golf pro shop, cart storage and other areas of golf operations at the highest level of service.
- The Proposer shall keep full, complete and proper books, records and accounts of the gross receipts both for cash and or credit of each separate concession, division, and subsidiary activity at any time operated on the premises. Said books, records and accounts, including any sales tax reports shall at all reasonable times be open to the inspection of the City, auditor or other authorized representatives.
- Proposer shall operate the MNGL as a public facility.
- Setting of initial green fees shall be subject to the negotiation process, in partnership between the City and the Proposer.
- The Proposer shall be encouraged to offer discounted fees and/or special programs for Red Wing residents, senior citizens and juniors.

- The City expects the Proposer to create and maintain a high-quality golfing experience for the public, and 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 must be outlined in the respondent's proposal.
- Proposer shall also be responsible for:
 - Formulating and implementing operating programs, business plans, operating and capital improvement budgets;
 - Pro shop operations and cart rentals and maintenance;
 - Player development programs, including Senior and Junior programs;
 - Soliciting and facilitating tournament play, league play and outings;
 - Organizing starter services, course marshaling services and tee time reservations;
 - Provide oversight and work cooperatively with the food and beverage staff;
 - Develop and implement golf course and clubhouse marketing strategies;
 - Maintaining buildings, grounds, and the golf course to mutually agreed upon standard specifications as defined in the agreement; and
 - Managing and overseeing golf course security.

The City shall retain responsibility for the following:

- Administration of all terms and conditions of the agreement;
- Monitoring and evaluation of compliance with regard to its terms; and
- Approval of any and all modifications or alterations to the facility.

Course Fees

The Proposer should recommend operating hours, greens fees, and cart rental fees. Setting of initial green fees shall be subject to the negotiation process and partnership between the City and the Proposer.

Signage

The Proposer shall be required to prominently display signage at the MNGL listing all prices, rates, hours and days of operation. The placement, design, and contents of all signage are subject to the City's prior written approval. All signage must meet City sign codes.

Pro Shop

Golf course operations shall include the sale of golf merchandise, supplies, and equipment from the pro shop.

Staffing

The Proposer shall be required to have a sufficient number of staff available on MNGL during regular operating hours to ensure proper operation of the golf course. All staff must wear clothing that is identifiable to the Proposer and/or to the City as required in the agreement terms and conditions.

Proposers shall submit a list of the key personnel to be assigned to MNGL. Proposers shall also submit an organizational chart in their response. As applicable, respondents must meet all State and local laws.

The Proposer shall be required to have a Class "A" Professional Golfers Association (PGA) professional or LPGA equivalent on staff.

Proposers should describe how volunteerism, if any, would be cultivated and used in operating MNGL. A clear indication of the estimated additional costs should volunteers not be available must be included in your proposal.

Community Programming

The City encourages respondents 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.

The City expects the Proposer to develop and promote a Youth Golf Program and encourages the Proposer to cooperate with local school golf coaches and athletic directors to establish a schedule to accommodate school athletic programs.

In addition, the City currently allows various activities at MNGL during the winter months, such as sliding on the driving range hill, cross country skiing trails, etc. The Proposer should include these activities in their proposal and how it may affect the proposed operating agreement.

Equipment

The transfer of existing maintenance and other equipment shall be an item of negotiation between the City and the Proposer, and may require the Proposer to assume existing leases or to purchase City-owned equipment. Proposer shall provide and maintain all equipment necessary for the successful operation of MNGL. The City does not own any golf carts.

All capital improvements and fixed equipment become the property of the City upon installation, if so negotiated in the agreement. The Proposer shall also be required to supply all additional non-fixed equipment and materials necessary for operations. Proposals should differentiate between fixed equipment and personal expendable items.

A list of assets is included in the Section 2.1.

Utilities

MNGL does not have city water or sewer services. The Proposer shall be required to pay for any and all utility costs connected with the operation of MNGL. Utility costs include storm water charges that the City assesses.

Golf Course Maintenance

Procure all materials, labor, tools, equipment, licenses, supplies and services required for the Proposer to maintain the golf course property in a manner that promotes and supports operations in accordance with the highest golf course maintenance standards and at established frequencies. Ensure availability and use of sufficient number of trained personnel each day of the year that the golf course is open. Specific areas of care and maintenance include, but are not limited to: golf course tees, greens and collars; fairways; irrigated and non-irrigated rough; bunkers; water features; cart paths; bridges and crossings; practice areas; markers and tee signs; putting/chipping surfaces; fencing and turf; golf pro shop; driving range turf, hitting areas, and building; signage; storage areas; maintenance yard; cart storage; parking areas; and all restrooms including those on-course, within the maintenance facility, and in the clubhouse.

The Proposer will be responsible for all standard golf course maintenance activities, including green mowing, fairway mowing, rough mowing, seasonal aeration and top dressing of greens, tees, and fairways, tree trimming and chipping, weed abatement, bunker cleaning, watering as appropriate on a regular basis, irrigation operation and repair, fertilization of turf, maintaining the turf areas at the driving range, pest control, maintenance of landscaping/horticulture adjacent to and around the clubhouse building, entryways and parking lot, plowing, course cleaning and repairing after major storms,

maintenance of the golf facility, equipment maintenance and repair, any and all necessary seasonal adjustments and responses to changes in weather, and other industry standard maintenance activities throughout MNGL. The Proposer will have specific knowledge of the care and maintenance of green repair.

Duties will also include implementing and managing an Integrated Golf Course Management Plan (for chemicals and pest management) and satisfying all environmental requirements related to the maintenance of a golf course and the adjacent open space lands and trails. A qualified, experienced, full-time Class A member of the Golf Course Superintendents Association of America (GCSAA) shall directly supervise all golf course maintenance. The Proposer will maintain all areas of the facility according to local, and State clean water, hazardous material, and safety regulations.

The Proposer shall be expected, at its sole cost and expense, to operate and maintain the existing irrigation system in good and working order. This shall include the repair and replacement of all equipment and material as needed, including but not limited to the booster pump system, pond/lake lift pump system, electrical system, computer system, irrigation heads and lines, pump house structure and all other associated equipment and material in accordance with operation and maintenance manuals. The Proposer 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 Proposer shall maintain the grounds and overflow structures, maintain them free from algae, debris and trash, and make any repairs as necessary. The Proposer shall, at its 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.

The Proposer shall be responsible for, at its sole cost and expense, clean-up and removal of all waste, garbage, refuse, rubbish, and litter. The Proposer shall be responsible for maintaining the parking lot in a clean, neat, litter and debris-free condition. The Proposer shall maintain all signs and structures in good condition and free of graffiti.

Clubhouse and Food & Beverage and Banquet Services

The Proposer shall operate the clubhouse, food and beverage, and banquet center facilities using a sufficient number of trained personnel each day of the year that the golf course and food and beverage service is open. Develop and grow golf and food & beverage business, procure and maintain all materials, labor, supplies, services, furniture, food and beverage inventory, and kitchen and dining equipment and accessories required to provide a high quality food and beverage experience and to attract the maximum volume of business available.

Specific areas of responsibility include, but are not limited to, managing all food preparation and service facilities; menu planning and development; providing high quality golf course food and beverages; managing special events; providing on-site banquet catering services; coordinating tournament food and beverage services; operating on-course snack cart services; developing and implementing marketing strategies; working cooperatively with the golf course staff; collecting and accounting for all revenues, cash handling and reporting; and maintaining the clubhouse interior, including all interior restrooms and lobby areas.

Horticultural Improvements and Tree Maintenance

Trees shall not be cut or removed from the grounds without prior written approval from the City. The Proposer shall be required to prune the trees on the grounds as needed. The Proposer shall be responsible for maintaining/removing/replacement of any tree that may be affected by unforeseeable infestation in the future.

Public Safety

The Proposer shall be required throughout each operational year to take all measures necessary to provide a safe environment for the public at MNGL. Proposers should outline in proposals techniques to address any perceived public safety concerns at the golf course, such as daily inspections of equipment and perimeter fencing, etc. The Proposer shall

be required to comply with all national safety guidelines including Federal, State and local laws, rules and regulations related to the renovation, operation and maintenance of the grounds.

Inspections and Liquidated Damages

City Inspectors may visit MNGL unannounced to inspect operations and ensure proper maintenance. Based on inspections, the City may issue directives regarding deficiencies the Proposer shall be obligated to rectify in a timely fashion. Violations of the terms of the agreement may also result in the assessment of fines which, if not paid promptly, may be deducted from the Proposer's security deposit, as negotiated in the agreement terms and conditions.

If the Proposer fails to provide the cleaning, maintenance, and operational services required by the agreement, the City shall notify the Proposer in writing, and the Proposer shall be required to correct such shortcomings within forty-eight (48) hours of receipt of such notice. In the event that the Proposer fails to cure the violation, the City shall send the Proposer a second written notice. If the Proposer fails to cure the violation within forty-eight (48) hours of receipt of the second notice, City may, at its option, in addition to any other remedies available to it, require the Proposer to pay liquidated damages from the date of the second notice, with respect to each violation of the agreement, until the deficiencies have been corrected, as required by the agreement terms and conditions.

Capital Improvements and Investments

All interested parties should understand that capital improvements may be required over the life of the agreement to keep the course and facilities in top condition. It is expected that all such improvements will be the successful Proposer's sole expense, with the exception of the initial capital outlay needed to re-open the course, as negotiated between the City and Proposer. Any capital expenses to expand the course or facilities will be at the City's expense. In either event, all improvements must be pre-approved by the City and supported by City administration and Council approval may be required. Proposers will be required to submit an annual capital improvement plan.

The City makes no representations regarding the adequacy of site utilities currently in place at the site. The Proposer shall be required to connect to and/or upgrade any existing utility service or create a new utility system, and obtain the appropriate permits and approvals. The Proposer shall be required to pay for any and all utility costs connected with the operation of the grounds during the term of the agreement.

The City shall weigh the Proposer's recommended initial capital investment for the operation of the 36-hole course and any other option the Proposer provides in its evaluation process. **For more information, please see the "Proposal Evaluation Criteria" section of this RFP.** Therefore, in responding to the RFP, please describe all intended capital work necessary to re-open MNGL as a 36-hole course and provide cost estimates in your proposal submission. In addition, please include a detailed capital/design timetable which clearly outlines proposed improvements and the anticipated commencement and completion dates for such improvements (i.e., the expected duration of each improvement). All capital work by the Proposer shall be completed in such a manner so as to create a minimum amount of interference with golf course availability to the public. It is expected that the Proposer will identify initial capital needs, cost estimates, and timeframes for each operating option included in their submittal.

All capital improvements and fixed equipment become the property of the City upon installation, as negotiated in the agreement. Proposers should be aware that MNGL shall be operated pursuant to this agreement. In the event the agreement is terminated for cause, the City shall not consider proposals for reimbursement of Proposer's unamortized capital improvement cost as of the date of termination. Aside from pre-approved capital projects, the Proposer shall be required to make all necessary repairs at their sole cost and expense.

Any equipment deemed necessary by the Proposer, shall be the responsibility of the Proposer for providing same. All maintenance, repair, and upgrading/updating services for existing equipment and future equipment replacement or other equipment needs shall be provided by the Proposer. A schedule of City assets related to MNGL is listed in Section 2.1. Upon entering into an agreement with the Proposer, the completion of a joint inventory of equipment and assets is required.

Other Requirements During Term

- The Proposer shall be required to submit an adequate security deposit (negotiable amount or mechanism) to collateralize their obligation to fulfill the agreement. This security deposit shall be due upon signing.
- Proposer shall be responsible for any and all taxes and all other fees as required by law.
- Smoking in any building is strictly prohibited. The Proposer shall be required to adhere to and enforce this policy.
- The successful Proposer must obtain all required licenses necessary for serving alcohol at MNGL. The ability of the Proposer to secure these licenses will be a requirement in any agreement.
- The Proposer shall be required to retain a qualified professional licensed (Minnesota) engineer or registered architect for design and construction of proposed capital work, including project management of the construction project through completion. This supervising architect or engineer shall be required to ensure that all construction conforms to the plans approved by the City. Proposers shall be required to submit the architect's or engineer's qualifications to the City for approval. However, the City's approval shall not be unreasonably withheld.
- The Proposer shall be required to pay all taxes applicable to the operation of the golf facilities. Gross receipts shall exclude the amount of any Federal, State or local taxes which are paid by the Proposer.
- The Proposer shall be required to comply with all laws relating to recreational access for persons with disabilities. The Proposer is encouraged to exceed accessibility requirements whenever possible, and not simply provide the minimum level required.

Section 4.0 PRE-PROPOSAL MEETING

A mandatory pre-proposal meeting will be held on August 30, 2013 at 10:00 a.m. at Mississippi National Golf Links (409 Golf Links Drive, Red Wing, MN 55066). The meeting will include the following:

- A tour of Mississippi National Golf Course, Clubhouse, Banquet Facilities, and other areas of the complex as necessary;
- Discussion of the City's short and long-range goals;
- Further explanation of the selection process; and
- An opportunity to ask questions.

Prospective Proposers should allow 2-3 hours for the meeting/tour. Only those respondents attending the mandatory pre-proposal meeting and signing the official sign-in sheet at the meeting will be eligible to submit a proposal in response to this RFP.

Interested Proposers must contact Kathy Johnson, City Clerk at 651-385-3601 by 5:00 p.m. August 28, 2013 to confirm attendance of the Proposer's designated attendees at the meeting. Proposers should plan to bring with them any personnel needed to evaluate site conditions.

The City may respond verbally to questions, requests for information and requests for clarification pertaining to the RFP at the mandatory pre-proposal meeting. City responses to questions will be made in the presence of all attendees.

Section 5.0 PROPOSAL SUBMISSION

Proposers are required to send the proposal to the City Clerk (see page 27) on or before September 27, 2013 at 2:00 PM. Each proposal must be clearly identified on the outside of an envelope and shall show the name and address of the Proposer. The envelope/proposal submittal shall contain the notation "Golf Course Management & Maintenance Proposal Enclosed". An official authorized to bind the institution must sign the proposal. By submitting a proposal, the Proposer agrees and accepts the terms and conditions of this RFP.

Proposals received after the specified time and date shall be returned unopened. The City will not be responsible for late deliveries or delayed mail.

Proposers shall submit TEN (10) COMPLETE SETS of the complete proposal with all supporting documentation in a sealed envelope/container and one electronic copy of the same marked as noted above. The Proposer may submit the proposal in person or by mail. Faxed copies and e-mails of proposals will not be accepted.

Proposers may withdraw their proposal by notifying the City in writing at any time prior to the time set for the proposal deadline. Proposers may withdraw their proposal in person or through an authorized representative. Proposals, once opened, become the property of the City and will not be returned to the Proposers.

No additional information may be submitted, or follow-up performed by any Proposer after the stated due date outside of a formal presentation requested by the Evaluation Committee.

Inquiries/Interpretations

All Proposers shall carefully examine the RFP documents. Any ambiguities or inconsistencies shall be brought to the attention of the City Clerk, Kathy Johnson, in writing prior to the due date; failure to do so, on the part of the Proposer, will constitute an acceptance by the Proposer of any subsequent decision. Any questions concerning the intent, meaning and interpretations of the RFP documents, shall be requested in writing, and received by the City Clerk at least seven (7) business days prior to the proposal due date at kathy.johnson@ci.red-wing.mn.us. The City will not be responsible for any oral instructions made by any employee(s) of the City in regard to this RFP. Oral statements given before the proposal due date will not be binding.

Addendum

Should revisions to the RFP documents become necessary; the City will post addenda information on the City's website, <http://www.red-wing.org/mnglbackground.html>. Additionally, in the event that it becomes necessary to revise any part of this RFP due to inquiries raised, an email notifying an addendum, supplement or amendment to this RFP will be provided to Proposers who attended the mandatory August 30, 2013 pre-proposal meeting. Changes to the RFP shall be accomplished by an amended page or pages.

All Proposers should check the City's Website or contact the City Clerk at least five (5) calendar days before the due date to verify information regarding Addenda. Failure to do so may result in rejection of the proposal as unresponsive.

Proposer shall sign, date, and return the latest addendum with their proposal. Previous addenda will be deemed received. It is the sole responsibility of the Proposer to ensure they obtain information related to Addenda.

Selection Process and Award

All proposals will be evaluated by an Evaluation Committee. The City will not be liable for any costs incurred by the Proposer in connection with proposals or presentations. The City reserves the right to accept or reject any or all proposals with or without cause, to waive technicalities, or to accept the proposal, which, in its judgment, best serves the interest of the City. The City reserves the right to enter into an agreement for all options with a single Proposer or make multiple awards to multiple Proposers. The City reserves the right to make awards for certain options and re-advertise for options that are not awarded pursuant to this solicitation. The Proposer(s) understands that this RFP does not constitute an agreement or a contract with the Proposer. The City reserves the right to reject all proposals, to waive any formalities, and to solicit and/or advertise for new proposals, or to abandon the project in its entirety.

Proposal Preparation Costs

Neither the City nor its representatives shall be liable for any expenses incurred in connection with preparation of a response to this RFP. Proposers should prepare their proposals simply and economically, providing a straightforward and concise description of the Proposer's ability to meet the requirements of the RFP.

Accuracy of Qualification Information

Any Proposer which submits in its proposal to the City any information which is determined to be substantially inaccurate, misleading, exaggerated, or incorrect, shall be disqualified from consideration.

Insurance Coverage

Proposer shall maintain the following insurance coverage during the term of the agreement, at the Proposer's expense, the types and in the amounts listed:

A. Workers' Compensation and Employer's Liability

Proposer shall maintain workers compensation coverage with statutory limits as required by the State of Minnesota. Employer's Liability coverage shall have limits of at least \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

B. General Liability

Commercial general liability coverage in the following minimum limits:

Bodily Injury:	\$1 million, each occurrence \$2 million, aggregate – all other
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Property Damage:	\$500,000 each occurrence
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If submitted, combined single limit policy with aggregate limits in the amounts of \$2,000,000 shall be considered equivalent to the required minimum limits shown above.

C. Automotive

Comprehensive automotive liability coverage in the following minimum limits:

Bodily Injury:	\$1,000,000 each occurrence / \$2,000,000 aggregate
Property Damage:	\$500,000 each occurrence

If submitted, combined single limits in the amounts of \$2,000,000 shall be considered equivalent to the required minimum limits shown above.

D. Professional Liability

Professional liability insurance, which includes coverage for the professional acts, errors, and omissions of Proposer, in the amount of at least \$1,000,000.

E. General Insurance Provisions

Prior to beginning work, Proposer shall furnish City with a certificate(s) of insurance and applicable policy endorsement(s), executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth above.

All certificates shall provide for 30 days' written notice to City prior to the cancellation or material change of any insurance referred to therein. Written notice to City shall be by certified mail, return receipt requested.

Failure of City to demand such certificate, endorsement or other evidence of full compliance with these insurance requirements or failure of City to identify a deficiency from evidence that is provided shall not be construed as a waiver of Proposer's obligation to maintain such insurance.

City shall have the right, but not the obligation, of prohibiting Proposer from beginning work until such certificates or other evidence that insurance has been placed in complete compliance with these requirements is received and approved by City.

Failure to maintain the required insurance may result in termination of the agreement at the City's option.

Proposer shall provide certified copies of all insurance policies required above within 10 days of City's written request for said copies.

Subrogation Waiver

Proposer agrees that in the event of loss due to any of the perils for which it has agreed to provide comprehensive general and automotive liability insurance, Proposer shall look solely to its insurance for recovery. Proposer hereby grants to City, on behalf of any insurer providing comprehensive general and automotive liability insurance to either Proposer or City with respect to the services of Proposer, a waiver of any right to subrogation which any such insurer of said Proposer may acquire against City by virtue of the payment of any loss under such insurance.

Failure to Secure

If Proposer at any time during the term hereof should fail to secure or maintain the foregoing insurance, City shall be permitted to obtain such insurance in the Proposer's name or as an agent of the Proposer and shall be compensated by the Proposer for the costs of the insurance premiums at the maximum rate permitted by law and computed from the date written notice is received that the premiums have not been paid.

Additional Insured

The City, its City Council, boards and commissions, officers, employees and volunteers shall be named as an additional insured under all insurance coverages, except any professional liability insurance, required by the agreement. The naming of an additional insured shall not affect any recovery to which such additional insured would be entitled under this policy if not named as such additional insured. An additional insured named herein shall not be held liable for any premium, deductible portion of any loss, or expense of any nature on this policy or any extension thereof. Any other insurance held by an additional insured shall not be required to contribute anything toward any loss or expense covered by the insurance provided by this policy.

Sufficiency of Insurance

The insurance limits required by City are not represented as being sufficient to protect Proposer. Proposer is advised to confer with its insurance broker to determine adequate coverage for Proposer.

Protection

Precaution shall be exercised at all times for the protection of persons, (including employees) and property. All existing structures, utilities, services, roads, trees, shrubbery, etc., shall be protected against damage or interrupted service at all times by the Proposer during the term of the agreement, and the Proposer shall be held responsible for any damage to the property occurring by reason of his operation on the property.

Indemnification

The Proposer, if successful, accepts and agrees that it shall provide an indemnification in substantially the following form: the Proposer agrees to indemnify and hold free and harmless the City, its officials, employees, and agents from or on account of any and all suits, actions, or claims for injuries, losses, damages, liabilities, costs, or expenses, of any kind whatsoever, arising from this ensuing agreement or which are incidental to or are in any way connected with its proposal.

The indemnification provided herein shall obligate the Proposer to defend at the Proposer's own expense or to provide for any defense (as determined by the City), for any and all claims of liability and all suits, actions, or claims that may be incurred by the City, in consequence of actions or inactions relating to its proposal or any ensuing agreement. By submitting a proposal, the Proposer agrees to comply with the foregoing provisions of indemnity.

Section 6.0 Reservation of Rights

Additional information regarding RFP submittal, content, processes and procedures is listed below:

- This RFP does not obligate the City to contract for management and operation of MNGL.
- Documents submitted in response to this RFP will be considered public data, and Proposers shall execute the attached Consent form for the proposal to be considered by the City Council.
- All proposals received in response to this RFP shall become the exclusive property of the City.
- The City reserves the right to reject any and all proposals, whether or not minimum qualifications are met, and to modify, postpone, extend, or cancel this Request For Proposal, in whole or in part, or decide to enter into an agreement to perform only some of the services outlined in this Request For Proposal, without liability, obligation, or commitment to any party, firm, or organization.
- The City reserves the right to request and obtain additional information from the Proposer, investigate the qualifications, character, financial status, and record of the Proposer, and to determine the sufficiency of experience and qualifications of all Proposers and to select the Proposer with which it desires to negotiate the final scope of services.
- The City is not liable for any costs incurred by Proposers prior to issuance of an agreement. Costs of developing the proposals, oral presentations or any other such expenses incurred by the Proposer in responding to the RFP are entirely the responsibility of the Proposer, and shall not be reimbursed in any manner by the City. No materials or labor will be furnished by the City.
- Only the Red Wing City Council can legally commit the City to an agreement for the management and operation of MNGL.
- The City, in its sole discretion, may respond to relevant requests for information or clarification of the RFP by Proposers. If the City elects to respond to such a request for information or clarification to the RFP, it will do so in writing, and such response from the City will be distributed to all potential Proposers who attend the mandatory pre-proposal meeting. At its sole discretion, however, the City may respond verbally to questions, requests for information and requests for clarification at the mandatory pre-proposal meeting.
- Proposers must independently evaluate the information in this RFP and any conflicts, errors, ambiguities or discrepancies that a Proposer has discovered in the RFP or between referenced documents should be communicated to the City promptly and no later than September 20, 2013.
- The City has used its best efforts to ensure the accuracy of the information as set forth in the RFP and its referenced exhibits. However, the City makes no guarantee of data accuracy and shall not be liable for any inaccuracies contained therein.
- The City reserves the right to waive or permit cure of minor informalities and/or insignificant mistakes such as matters of form rather than substance and to conduct discussions and negotiations with any qualified respondent in any manner deemed necessary by the City to serve its best interests. The City also reserves the right, based on its sole judgment and discretion, to enter into an agreement based upon the written proposals it receives without conducting discussions, interviews or negotiations.
- If, in the opinion of the City, a proposal contains false or misleading statements or references, it may be rejected.

- The City reserves the right to obtain written or oral clarification of any point in a proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a Proposer to respond to such a request for additional information or clarification may result in rejection of the proposal.
- The Proposer may withdraw their proposal at any time prior to the date and time which is set forth herein as the deadline for acceptance of proposals, upon written request for same to the City.
- All communications between the City and the Proposer shall be through the Red Wing City's Administrative Office with the following address and contact:

Kathy Johnson, City Clerk
 City of Red Wing
 315 West 4th Street
 Red Wing, MN 55066

651-385-3601
 kathy.johnson@ci.red-wing.mn.us

At the City's sole discretion, communications by the Proposer with members of the City staff or City Council for the purpose of unfairly influencing the outcome of this RFP process may be cause for the Proposer's proposal to be rejected and disqualified from further consideration.

- The City reserves the right, without qualification, to select a Proposer for further discussions based solely on the content of the RFPs and relevant information obtained from others concerning the Proposer's respective records of past performance.
- Elaborate brochures, sales literature, and other presentations beyond that which is sufficient to present a complete and effective proposal are not desired.
- Should revisions to the RFP documents become necessary; the City will post addenda information on the City's website, <http://www.red-wing.org/mnglbackground.html>. Additionally, in the event that it becomes necessary to revise any part of this RFP due to inquiries raised, an email notifying an addendum, supplement or amendment to this RFP will be provided to Proposers who attended the mandatory August 30, 2013 pre-proposal meeting. Changes to the RFP shall be accomplished by an amended page or pages. All Proposers should check the City's Website or contact the City Clerk at least five (5) calendar days before the due date to verify information regarding Addenda. Failure to do so may result in rejection of the proposal as unresponsive. Proposer shall sign, date, and return the latest addendum with their proposal. Previous addenda will be deemed received. It is the sole responsibility of the Proposer to ensure they obtain information related to Addenda.
- The Proposer agrees that any proposal submitted to this RFP will remain current and valid for a period of not less than 180 calendar days from the proposal deadline.

Grounds for Disqualification

Although not intended to be an exhaustive list of causes for disqualification, anyone or more of the following may be considered sufficient for the disqualification of a Proposer and the rejection of a proposal, in the sole discretion of the City:

- Failure to comply with these instructions, and the other specific provisions of the RFP.
- Evidence of collusion among Proposers.

- Evidence of any real or apparent conflict of interest that is disclosed in the proposal or any other data available to the City.
- Lack of business skills or financial resources necessary to fulfill the obligations of any resulting agreement, as revealed by either financial statements or other data.
- Lack of responsibility as shown by past work, references, or other factor, or failure to faithfully perform any previous agreement with the City.
- Submission of a proposal that is incomplete, conditional, ambiguous, obscure, which contains alterations not called for, or irregularities of any kind.

Waiver of Protest

By submitting a response to this RFP, each Proposer expressly waives any and all rights that it may have to object, protest, or seek legal remedies whatsoever regarding any aspect of this request, the City's selection of the top Proposer, the City's rejection of any or all responses, and any subsequent agreement that might be entered into as a result of this RFP. Each Proposer acknowledges, by response of a proposal, that it is aware of and is voluntarily relinquishing its right to object, protest, or judicially challenge the solicitation, evaluation and award process as described in this RFP.

Section 7.0 PROPOSAL PREPARATION REQUIREMENTS

7.1 Proposal Sections

The proposal must be divided into twenty (20) sections with references to parts of this RFP done on a section basis. The twenty (20) sections shall be named:

- A. Letter of Transmittal
- B. Executive Summary
- C. Proposer's Vision
- D. Experience and Qualifications of Key Personnel
- E. Proposer's Qualifications and Capabilities
- F. Description of Customer Service Approach
- G. Marketing Plan
- H. Environmental Responsibility
- I. Corporate Structure and Organization
- J. General Business Statement
- K. Administrative and Operational Support Capabilities
- L. Business References
- M. Financial References
- N. Agreement Structure, Terms, and Conditions
- O. Financial Projections
- P. Community Outreach/Citizen Involvement
- Q. Experience with Capital Improvements
- R. Projected Initial Capital Improvements and Cost Estimates
- S. Amenities Beyond Golf
- T. Alternative Scenarios

A. Letter of Transmittal

The letter will express the respondent's interest in management and operation of MNGL course, clubhouse, driving range, food and beverage, and banquet facilities.

A legal representative of the Proposer, authorized to bind the Proposer in contractual matters, must sign the transmittal letter. Depending on the Proposer's organizational structure, the following procedures shall be followed:

Proposer	Transmittal Letter Process
Individual	Signed with the full name of the Proposer and his/her address shall be given.
Partnership	An authorized general partner shall sign letter with the partnership name and the full name and address of each general partner shall be given.
Joint Venture	Signed with the full name and address of each member thereof.
Corporation	Signed by the president and secretary in the corporate name and the corporate seal (if available) shall be affixed.

The transmittal letter shall be addressed to the Red Wing City Clerk and shall include:

- Contact information for proposal submittal questions and future performance questions including name, address, telephone number, and email address for the Proposer's primary contact with the City during the review and selection process;
- Statement that all terms and conditions of the RFP are understood and acknowledged by the undersigned;
- Options being proposed, if more than to operate a 36-hole course; for example operate an 18-hole or 27-hole course.

B. Executive Summary

The Proposer will include an Executive Summary, (maximum 3 pages), that states how they view this contractual opportunity and provide an overview of their proposed approach. Specific points the Proposer may want to highlight include the Proposer's understanding of, and vision for MNGL, the Proposer's qualifications and experience, and a description of the Proposer's capabilities that pertain to this RFP and that distinguish the Proposer from other potential respondents. The summary may also describe the anticipated organizational structure at MNGL and the reporting relationships within that organization (particularly between the golf and the food/beverage/banquet side) and the overall reporting relationship with the City.

C. Proposer's Vision

The proposal shall also include a general narrative description of the Proposer's overall philosophy, operating principles, and approach to the operation of golf facilities, and specifically, the vision for, and approach to, operating MNGL.

D. Experience and Qualifications of Key Personnel

The proposal will include a description of the Proposer's key personnel, as follows:

➤ *Firm Overview*

A brief overview of the firm, including the names and roles of all officers of the responding firm, any knowledge of the City of Red Wing and/or MNGL, and experience in working with public entities.

➤ *On-Site Team*

An overview and organizational structure of the on-site management team, resumes of individuals who will work at MNGL (if known at this time), and how the project team will report to the City. Resumes should include information about each individual's relevant background, qualifications and experience conducting similar golf course management. If staff are not known at this time, the proposal shall provide a job description and statement of skills that will be applied to the recruitment of these positions, and a recruitment plan that also describes the involvement (if any) of the City in the process.

➤ *Staffing Plan*

A staffing plan for the specific areas of responsibility at MNGL, including golf course maintenance, golf course and driving range operations, clubhouse and banquet services, and facility management.

The staffing plan shall include specific proposed staffing levels in different seasons of the year, and different days of the week. The staffing plan shall also include a summary overview of the qualifications for the individuals responsible for delivery of services at MNGL. The Proposer is encouraged to evaluate citizen volunteerism as part of the staffing process.

E. Proposer's Qualifications and Capabilities

A description of the Proposer qualifications shall include, but is not limited to, experience and references of similar work performed in the last five (5) years. The Proposer's experience shall be evidenced by demonstrating exceptional performance within agreements of similar size and scope. The proposal shall include a description of the Proposer's specific experience as follows:

- A listing of all golf course and/or food and beverage operations managed by the respondent within the last five years (with the name, address, phone number, web site and primary responsible contact at each golf course), an overview of the management responsibilities, and specifically whether the work involved golf operations, maintenance, food and beverage, or a combination of the three;
- Names and contact information for all facilities, method of operation (e.g., management contract, lease, etc.), annual gross revenues for golf operations and food and beverage operations at each facility, dates of contract, compensation structure, dates of actual operation and reasons for contract termination, if applicable;
- Experience managing clubhouse and banquet centers and operating food and beverage services at a municipal or public golf course;
- Specific examples of successful approaches used by the Proposer within each of the business units to effectively deliver exceptional service to enhance the overall experience and improve customer service, while also effectively managing costs and building revenue. These examples shall include the demonstrated results of these approaches over time;
- Specific examples of successful approaches used by the Proposer to develop positive and collaborative relationships with the municipality or other ownership entity, the food and beverage operator (if not under the respondent's supervision), the golfing community, and the neighbors, and systems used to increase golf play, golf-related food and beverage operations, and event bookings, including creative marketing strategies, and the demonstrated results over time;
- Programs for ongoing education and training of the Proposer's golf operations and maintenance staff and the food and beverage staff, and the demonstrated results over time; and
- A description of why the Proposer's qualifications and capabilities are the best fit for the City.

F. Description of Customer Service Approach

This section details the components to be included in the Proposer's Business Plan describing the services to be performed and the manner in which they will be performed. Such description should, at a minimum, provide the following information.

- Proposer's understanding of the project.
- Overall operating plan for a 36-hole course with a listing of all major tasks to be performed by the Proposer and the deliverable products associated with each task.
- Listing and annotation as to the manner in which the Proposer proposes to meet each provision stipulated in this RFP.
- Examples of measurable goals and objectives that can be incorporated in the agreement.
- List of any exceptions taken to the provisions of this RFP.

Below are the City's minimum expectations. Explain how you will meet those expectations. The Proposer is encouraged to exceed minimum expectations, explain how, and project the resulting performance and financial benefits to the City.

a. Golf Management Proposal

Proposer will be responsible for providing, at a minimum, the following:

1. Managing general site operations, including the golf course, practice areas, pro shop and maintenance building and all other outdoor spaces including the parking lots.
2. Detail the types of support anticipated from your company's central office if applicable. Describe how individual courses currently obtain such support and how the administrated costs for each individual course are apportioned and accounted for.
3. Developing and submitting an annual operating budget for all course operating costs, materials and equipment.
4. Developing and implementing all critical business systems including but not limited to: preparing audits, completing asset inventories, developing personnel management procedures, paying all taxes, licenses and utilities and providing all required reports and accounting.
5. Providing appropriate insurance and indemnifying and holding the City harmless from any liability arising from the operation of the golf course and related facilities.

a1. Golf Pro Shop Operations

The Proposer will be responsible for providing, at a minimum, the following:

1. Managing the pro shop site operations including the practice areas.
2. Selecting and/or acquiring all golf shop merchandise, display fixtures, furniture, equipment and supplies.
3. Providing and supervising staff to operate and manage the Course Pro Shop from sunrise to sunset, 7 days a week.
4. Providing and managing golf cart and equipment rentals, including leasing and maintaining golf carts.

5. Regulating and controlling play, including the enforcement of Course rules and regulations.
6. Supervising and controlling the starting time and reservation system.
7. Scheduling and facilitating golf tournaments, clinics and junior golf promotions.
8. Recruiting, hiring, training, scheduling and supervising course ranger services.
9. Develop a complete golf instruction program and employing a Class "A" Professional Golfers Association (PGA) professional or LPGA equivalent, to oversee and implement the program.
10. Developing and implementing marketing strategies for promotion of special group and tournament play particularly on days, and during periods, of low demand.
11. Promoting golf and golf-related activities in cooperation with existing MNGL.
12. Working cooperatively and collaboratively with other organizations (e.g. food and beverage service if under separate contract) to coordinate, develop and schedule golf events that are mutually beneficial to both parties and that promote golf play.
13. Proposers must present capital improvement plans for the 36-hole operation and any additional options provided, including proposed funding.
14. Proposer shall include a 5-year marketing plan to increase rounds of golf with expectations for annual updates.
15. Proposer, as requested, shall attend meetings with the City to provide updates on overall golf operations.

a2. Maintenance Services

The Proposer will be responsible for providing, at a minimum, the following:

1. Maintaining the landscape and hardscape of the entire site to promote and support operations at a level consistent with a high quality, daily fee golf facility including, but not limited to: tees, greens and green collars, fairways, irrigated and non-irrigated rough, native and wetland areas, bunkers, water features, cart paths, practice area putting/hitting surfaces, fencing and turf, maintenance building, parking lots, entrance roads, signage, perimeter fencing, adjacent unimproved rights-of-way lighting, storage and utility services.
2. Developing a complete facility maintenance program and employing a fulltime, Class "A" PGA and a Certified Golf Course Superintendent Association of America (GCSAA) professional and/or local chapter of Superintendent Association with a license to apply chemicals normally used in the geographical area to oversee and implement the program.
3. Selecting and/or acquiring all landscape and hardscape maintenance materials, tools and supplies.
4. Maintaining and/or replacing as necessary existing maintenance equipment and/or assuming existing lease agreements.
5. Maintaining in accordance with manufacturers recommendations, all tools and supplies for golf course maintenance equipment repair.
6. Proposers must present capital improvement plans for the 36-hole operation and any additional options provided, including proposed funding.
7. The Proposer will be responsible for providing, at a minimum, the following:
 - a. A statement of the firm's experience and qualifications.

- b. Identify proposed staff members who will be involved in providing services.
 - c. Detail plan of proposed approach to the scope of services required.
- b. Food and Beverage and Banquet Services Agreement

Proposer to detail plan for Food and Beverage services.

1. Provide food and beverage concession services to golfers, tournament groups and visitors of the MNGL during all course operating hours.
2. Maintain customer service as a top priority.
3. The Proposer will be responsible for providing, at a minimum, the following:
 - a. A statement of the firm's experience and qualifications.
 - b. Identify proposed staff members who will be involved in providing services.
 - c. Detail plan of proposed approach to the scope of services required.
 - d. Describe Proposers payment plan to the City.
4. Proposers must present capital improvement plans, including proposed funding.

G. Marketing Plan

The proposal shall describe the Proposer's specific experience in marketing and promoting golf course and banquet centers and a description of the Proposer's demonstrated effectiveness in identifying targeted market segments and capturing a percentage of such segments in existing golf and banquet center markets. Specific examples such as customer retention and loyalty programs shall also be identified.

The proposal shall also describe business development strategies to maximize the capacity of MNGL facilities, including but not limited to, strategies for promotion of overall play at the golf course, tournaments, weddings and special events, merchandising, food service, instruction facilities, and growing the game of golf through youth programs.

The proposal shall describe a conceptual marketing plan that begins on or before the agreement commencement date and the specific activities during the first three (3) months of operation and the remaining quarterly intervals of the first twelve (12) months of operation. The plan shall include specific milestones the Proposer expects to reach within all of these intervals and the anticipated results when each of these targets is met.

H. Environmental Responsibility

The proposal shall include a description of the Proposer's experience in managing golf course operations at sites adjacent to or within public open space areas, sensitive wildlife habitats, riparian corridor areas and/or public access trails running adjacent to the golf course site. The proposal shall include a description of the methods used to manage access and safety, and the success in managing the relationship between the environmentally sensitive areas, the wildlife, and the golf course.

The proposal should detail maintenance building and equipment programs to reduce hazardous waste and maintain clean water mandated programs.

I. Corporate Structure and Organization

The proposal will include a description of the Proposer's organization, noting major divisions and any parent/holding companies. If the Proposer is a publicly held firm, the proposal shall include the most recent Annual Report.

J. General Business Statement

The proposal will include a statement of the important activities of the Proposer's major business. This statement should emphasize the Proposer's experience in the management and operation of golf courses, food and banquet services, and related facilities and operations. In the event that the Proposer has provided services similar to those specified in this RFP, the Proposer shall submit the name, address, and phone number of the relevant client, and a description of the services provided for the past five (5) years. In addition, the Proposer must identify any contracts that, within the past five (5) years, have been cancelled, or not renewed, and the reasons for the cancellation or non-renewal.

K. Administrative and Operational Support

The proposal will include a description of the types and level of support to be provided by off-site administrative resources, if applicable. Such support may include accounting and finance, personnel/labor relations, purchasing, safety, and overall management and operations support. The Proposer may be requested to provide copies of relevant documents (such as safety manuals, employee handbooks and operational memoranda) to the City for further analysis or reference. The proposal shall also describe all management information systems that Proposer plans to use to support golf operations, golf course maintenance, and the food, beverage and banquet services, including any technical support that the Proposer's systems may require from the City.

L. Business References

The proposal will include a up to of six (6) references for similar golf course maintenance, operation and banquet center contracts managed within the last five (5) years, ideally from other public jurisdictions by the personnel proposed for this agreement. References should identify the organization, nature and date of the contract, and the name, title, telephone number, web site, and e-mail address of the contact person for each reference. Proposers may reference Section E if the references to be included in this section are duplicates.

M. Financial References

The proposal will include a minimum of two (2) financial references giving the name, address, telephone numbers and e-mail address of each reference. At least one (1) of the references must be a bank or savings and loan institution and the type of relationship shall also be indicated, for example: checking accounts, savings accounts, and real estate or construction loans. The City will be looking for evidence supporting the Proposer's financial wherewithal to undertake the responsibilities in this RFP. The proposal shall include a history of litigation involving the Proposer and in particular any litigation between the Proposer and the owner of any other facility managed by the Proposer.

N. Agreement Structure, Terms and Conditions

The proposal shall identify a preferred agreement term length, the preferred compensation structure under a proposed license agreement, and the specific relationship between the golf and food/banquet operations. Specifically, if the Proposer is interested in establishing an arrangement whereby the food and banquet business

unit operates under a lease agreement or any other type of agreement with the golf operation, the Proposer shall describe how this structure serves the best interests of the Proposer and the City.

O. Financial Projections

Explain your financial plan for each of the major elements of the MNGL management and operations that are included in your proposal. At a minimum include:

- Golf Pro Shop Services
- Golf Course Maintenance
- Driving Range
- Food and Beverage and Banquet Services

Also include your financial plan for capital improvements (include maintenance equipment and improvements).

Reports

Sample Monthly reports of activities shall be submitted by the Proposer. Reports to be submitted with the proposal should include but are not limited to the following:

- A. Gross Revenue Statement/Pro Forma
- B. Staffing
- C. Maintenance Conditions Report
- D. Rounds of Golf by Type
- E. Expenditures Statement/Pro Forma
- F. Issues and Their Resolutions
- G. Recommendations

P. Community Outreach/Citizen Involvement

The proposal shall include a description of proposed community outreach efforts that involve customers, user groups, the neighbors and various other stakeholders. The Proposer shall also describe past successful outreach efforts, particularly those efforts that took place following a transition from another operator.

Q. Experience with Capital Improvements

The proposal should identify past experiences (including the specific roles played by the Proposer) regarding golf course upgrades, construction, and clubhouse capital improvements. The proposal shall identify key personnel that may be available during capital construction activities at MNGL and these individuals' past experience in capital improvements should be detailed. The proposal may also identify any physical changes to MNGL complex the Proposer believes needs to be considered by the City under each scenario proposed.

The Proposer will provide a recommended capital improvement plan on an annual basis with the amount of capital improvement funding the Proposer is willing to commit during the term of the agreement.

R. Projected Initial Capital Improvements

The proposal should identify initial capital investments that will be needed to reopen the course. Cost estimates should be provided for all capital items and for each scenario provided.

S. Amenities Beyond Golf

In addition to golf, the City currently allows various activities at MNGL during the winter months, such as sliding on the driving range hill, cross country skiing trails, etc. The Proposer should include these activities in their proposal and how it may affect the proposed operating agreement.

T. Alternative Scenarios

As noted in the Introduction, Proposers are encouraged to provide an additional scenario beyond the required 36-hole operation which they feel is most financially viable. For example, Proposers may include an option to manage/operate an 18 or 27-hole golf course, whichever they deem most practical and financially viable. For each scenario, Proposers must include the initial capital outlay, as noted in Section R, and also include their recommended capital improvement plan on an annual basis with the amount of capital improvement funding the Proposer is willing to commit during the term of the agreement.

Section 8.0 PROPOSAL EVALUATION CRITERIA

The City reserves the right to act as the sole judge of the content of all responses. In soliciting the proposal, it is the intent of the City to seek and identify the best possible combination of qualifications, understanding of the City's vision, ability to perform, and financial performance and capital improvement plan implementation.

Subject to the City's right to reject any and all proposals, the final scope and services to be provided will be negotiated with the highest rated Proposer after completion of the selection process. If it is not possible to negotiate a satisfactory agreement with the highest rated Proposer, that Proposer will be dismissed and negotiations will commence with the candidate with the next highest score, and so on, until an agreement can be reached.

Receipt and evaluation of proposals or the cancellation of interviews do not obligate the City to enter into an agreement. If the City elects to enter into an agreement, the agreement will be awarded to what the City believes to be the most qualified Proposer whose proposal has the best possible combination of qualifications and ability to meet the City's long-term vision for MNGL.

All proposals received by the September 27, 2013 deadline will be evaluated on experience and the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for further evaluation.

The City shall designate an Evaluation Committee to review, compare and analyze all proposals. A short list of the most qualified Proposers may be selected by the City for oral interviews, if deemed necessary. A Proposer who submits a fully responsive proposal determined to represent the best qualifications and experience, demonstrated competence, and response to the specific elements identified in the RFP may be selected as a finalist and may be invited to an interview with a City-appointed interview panel to continue further in the selection process. The City reserves the right to increase or decrease the number of Proposers on the interview list depending on whether the Proposers have a reasonable chance of being awarded an agreement.

An interview panel will be designated by the City to conduct interviews and make recommendations. Following reference checks and all reasonable due diligence on the part of the City, a preferred Proposer will be identified.

The City will evaluate the overall quality and responsiveness of the proposal using but not limited to the following criteria, which are listed in no particular order:

- Completeness, overall organization, and clarity of the response;
- Demonstrated understanding of the City's vision and the requirements of this RFP;
- Relevant qualifications and experience of the respondent and specific team members (particularly the proposed on-site manager) in public golf facility management;
- Direct experience and demonstrated results in golf facility management, food and beverage operations, pro shop, marketing, customer service and golf course maintenance;
- Satisfaction of previous and current clients related to operation and maintenance of its golf course(s) and food and beverage facilities;
- Evidence of financial stability and ability to provide the services required;
- Demonstrated combination of term, compensation, and incentive (with regard to the proposed agreement), that provides optimal benefits for both the City and the selected Proposer;
- Management approach and ability to work with public agencies, community based groups, and the public at large;
- Experience with implementation of a golf course capital improvement program;
- Cost of initial upfront capital investments proposed for each option submitted;
- Experience in managing and mitigating environmental and safety issues associated with golf course operations;
- Knowledge of, and experience with local, state and federal rules and regulations relative to golf course and food and beverage operations.

For the purposes of evaluating the proposals, the Evaluation Committee may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating proposals. As part of the proposal review and evaluation process, the City may make unannounced visits to facilities currently operated by the Proposer.

Recommendation of the selected Proposer will be based on a comparative, as opposed to a competitive, analysis of the proposals received. Although the Proposer's financial projection will be one consideration, the primary consideration will be based on the overall quality and responsiveness to this proposal.

Ultimately, if a recommendation of a successful Proposer is made, the selected Proposer will be required to enter into a written agreement with the City.

8.1 CITY RESPONSIBILITIES

The City shall provide potential Proposers with:

- Appropriate background material related to current and recent historical operation of MNGL;
- Additional documents such as site maps, photographs, aerial photos, and diagrams;

- Logistics for required meetings or interviews.

This project shall be administered by the City of Red Wing. All questions, correspondence, and information requests should be addressed to:

Kathy Johnson, City Clerk

City of Red Wing

315 West 4th Street

Red Wing, MN 55066

Phone: 651/385-3601

Email: kathy.johnson@ci.red-wing.mn.us

CONSENT

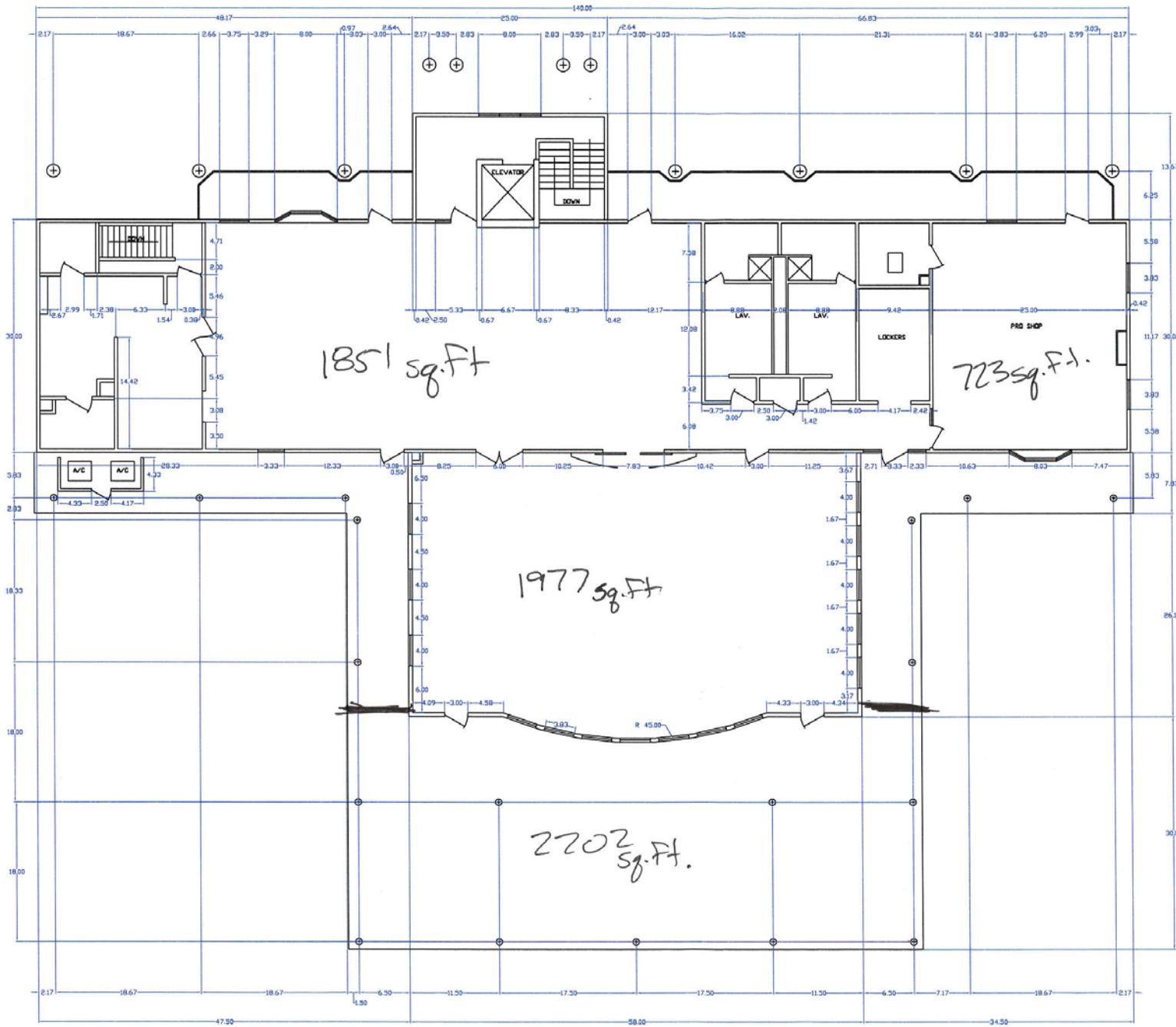
The undersigned acknowledges that under Minnesota Statutes § 13.591 data submitted as part of a response to a request for proposals may be private or non-public for certain period(s) of time. The undersigned, per the terms of the City of Red Wing's Request for Proposals for Golf Course Management and Maintenance for Mississippi National Golf Links, hereby consents, on behalf of the proposer, to the proposal contents becoming public upon submission of the proposal. This consent shall not apply to trade secret data as defined in Minnesota Statute § 13.37.

Dated: _____

By: _____

Its: _____

ADDENDUM A



BUILDING: Mississippi National Club House		SCALE: 1/16" = 1'	
LOCATION: 409 Golf Links Dr.	SHEET: 1 OF 2	DRAWING NO. 1047.1	DATE: 7/26/07
SHEET TITLE: FLOOR PLAN (Main Level)		DRAWN BY: Genna Strauss	

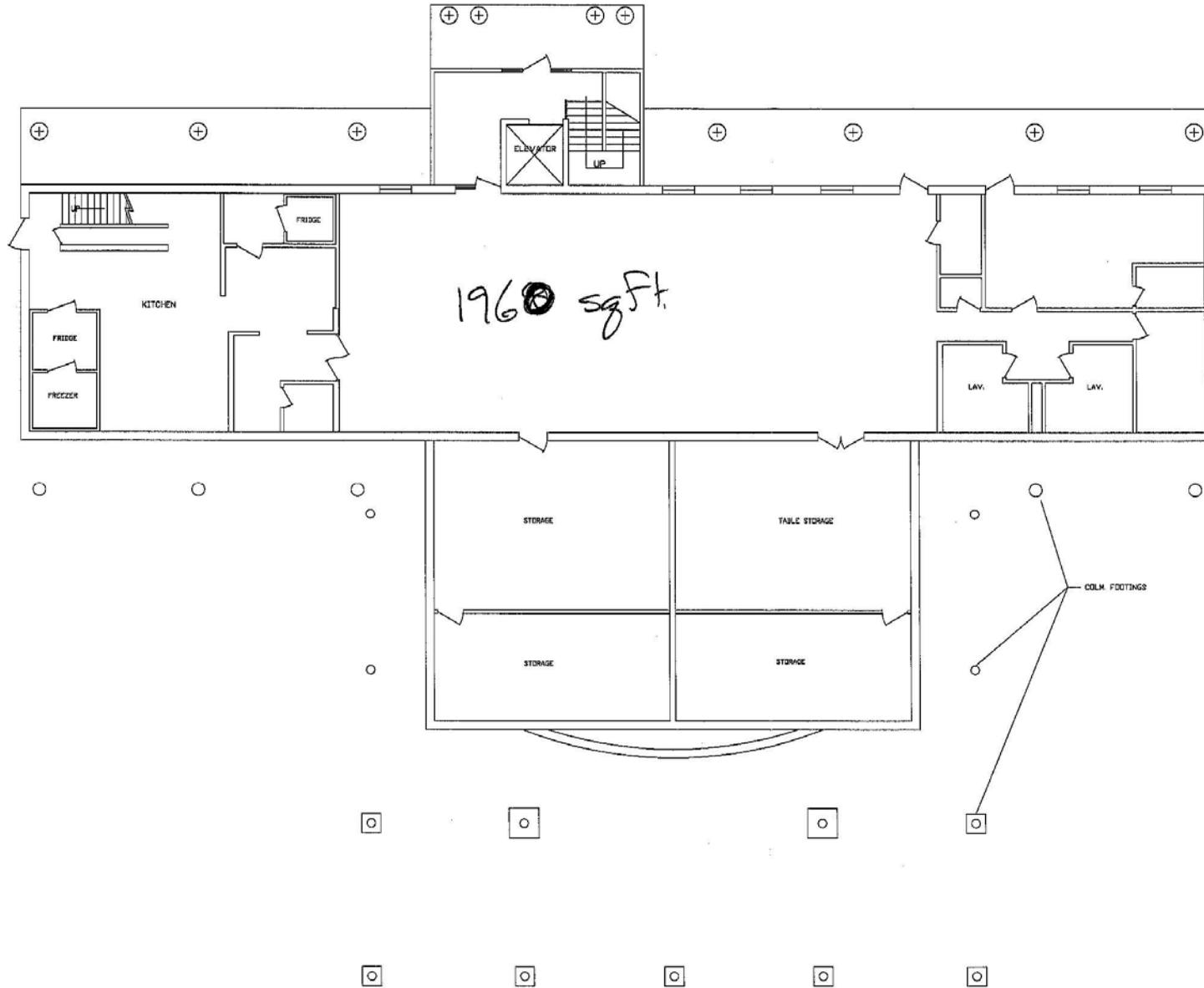
G Genna Lee Strauss
 Red Wing, MN
 Email: gl Strauss@csbsju.edu

PROJECT TITLE:
 GASB BUILDING ASSET DATA

CHECKED BY: _____ DATE _____

REVISED BY: _____ DATE _____

NOTES:



BUILDING: Mississippi National Club House		SHEET: 2 of 2		SCALE: 1/8" = 1'	
LOCATION: 409 Golf Links Dr.		DRAWING NO. 1047.2		DATE: 7/26/07	
SHEET TITLE: FLOOR PLAN (Lower Level)		DRAWN BY: Genna Strauss			
 Genna Lee Strauss Red Wing, MN Email: glstrauss@csbsju.edu					
PROJECT TITLE: GASB BUILDING ASSET DATA					
CHECKED BY:				DATE:	
REVISED BY:				DATE:	
NOTES:					

MNGL - Food and Beverage

What could be approved today: Candy Bars from the Pro Shop and a Pop from a machine outside are the only options at this time. No beer could be served at this time because it is not legal to dispense from a vending machine. *Any additional Food or Beverage Services would require a design to be prepared and presented to Heather Flueger, R.S., Public Health Sanitarian. This plan would be subject to a plan review by the State Health Department; Heather would send it to the appropriate place. The plan needs to show the layout, the materials, the specific equipment, and the appropriate details to explain how the food and beverage service would work. The plan review takes 4 to 6 weeks to complete. If the plan is rejected, you have to do it again before any food could be served.*

Pro Shop Food and Beverage: Remove carpeting in the area you want to use as serving space. Install new ceramic tile floors and appropriate mop tiles. Install F.R.P. (smooth & easily cleaned wall board) on the walls. Install food grade stainless steel serving table, vending machine, coolers, and ice machine.

Bar Area Food and Beverage: Bar top is OK. Overhead cabinets are OK. Tile floor is OK, but mop tile would have to be installed. NO plumbing or wiring can be exposed. Stud walls would have to be built in bar area to conceal wiring and plumbing. Install F.R.P. over studs. New hand wash sink has to be installed. Some cabinets would need to be replaced. No food or beverage could be served on existing counter tops. (Laminate surface on the counter tops, enclosed cabinets, and wrong material.) Buy & install new food grade counters. Area could be used for hotdogs, chips, coffee. No prepared food.

Upstairs Kitchen: All floor tile needs to be removed and replaced with new ceramic tile with mop tile. All wall services need to be redone with F.R.P., easily cleanable covering. Hand wash sink needs to be replaced. All wall shelves need to be removed. New food service grade shelves need to be purchased and installed. Wiring and plumbing need to be concealed. Wooden doors need to be replaced and wooden frames around doors, windows, air conditioner need to be replaced. Drains need some work.

Downstairs Banquet Kitchen and Bar Area: Same problems as upstairs. All the same issues would need to be addressed. Floor in walk in cooler might need to be replaced.

Food and Beverage storage area in Basement: This area is OK for canned or packaged goods. (No fresh foods) New shelving meeting food service grade would need to be purchased and installed.