

**DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

New contract
 OTR
 CO
 SS
 BW
 Emergency

Previous Contract/Project No.
EPP-RFP792

Re-Bid
 Other

LIVING WAGE APPLIES: __YES XNO

Requisition/Project No: WOPR-01194

Term of Contract: 5 Years

Requisition/Project Title: Golf Pro Services at Palmetto Golf

Description: The County is soliciting proposals from experienced parties capable of providing professional golf instruction and related services to the general public at Palmetto Golf Course (Palmetto). Through this solicitation process, the County shall award one qualified Contractor who will provide instruction, training and golf related services which are normally associated with the golf industry to patrons at each course.

User Department(s): Miami-Dade County Parks, Recreation and Open Spaces Department

Issuing Department: Strategic Procurement Division

Contact Person: Tyrone White

Phone: 305-375-3835

Estimated Revenue: \$150,000.00

Funding Source: Revenue Generating

Revenue Generating: Yes

ANALYSIS

Commodity/Service No: 988, 98831,			
Trade/Commodity/Service Opportunities			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here <input checked="" type="checkbox"/> if this is a New Contract/Purchase with no Previous History			
PREVIOUS CONTRACT		2 ND YEAR	3 RD YEAR
Contractor:	Crandon Golf Academy, LLC		
Small Business Enterprise:	No		
Estimated Revenue To Date:	\$210,000		
Comments:			
Continued on another page (s): __Yes <u>X</u> No			

RECOMMENDATION: SELECTION FACTOR

Basis of Recommendation: Due to the scope of services and the number of SBE/GS certified in the required commodity code.

Signed: Tyrone White

Date to SBD: 2-21-2019

SCOPE OF SERVICES

Golf Instruction and Related Services at Palmetto Golf Course

2.1 Background/Introduction

PROS services approximately 25 million people per year, who use County parks, attend County events, and participate in County programs. PROS is one of the busiest and largest leisure service agencies in the United States and is the first park and recreation agency in the State of Florida to receive the Governor's Sterling Award (2009), which recognizes organizations and businesses in Florida that have successfully achieved performance excellence within their management and operations. For additional information on PROS, visit their website at <http://www.miamidade.gov/parks>. Miami-Dade County Parks, Recreation and Open Spaces (PROS) owns and operates five Golf Courses which serve approximately 180,000 patrons annually.

The County is soliciting proposals from experienced parties capable of providing professional golf instruction and related services to the general public at Palmetto Golf Course (Palmetto). Through this solicitation process, the County shall award one qualified Contractor who will provide instruction, training and golf related services which are normally associated with the golf industry to patrons at each course.

2.2 Required Qualifications

The Contractor's Golf Professionals (Golf Pros) and assistant Golf Pros shall have played and taught golf techniques for a minimum of at least five (5) years and shall be Class "A" members, in good standing by the Professional Golfers Association (PGA) of America, the Ladies Professional Golf Association (LPGA) of America, be an active Apprentice of one or more of the fore mentioned organizations or any other recognized professional golf association at the time of proposal due date and throughout the duration of the contract. Golf Pros shall also possess a substantial knowledge of legal requirements that are involved in this type of operation. The Contractor shall also have knowledge developing new players and beginner golfers and have junior program development experience.

Commented [JS(1)]: Or be an active Apprentice in these allied organizations.

2.3 Palmetto

The Palmetto Golf Course is located at 9300 SW 152 Street, Miami, Florida. Palmetto is a Par-70 championship golf course, built on 121 acres, running parallel to U.S. 1, and south of 152nd Street. The 18-hole golf course has a serpentine canal system that flows across and alongside palmetto tree lined fairways, making this an attractive, as well as challenging golf course to play.

The services and amenities are as follows:

- i. Lighted driving range
- ii. Lighted putting green
- iii. Community room
- iv. Fully-stocked pro shop
- v. Equipment rentals
- vi. Golf carts
- vii. Tournament, League and group outing events
- viii. Palmetto Miniature Golf, beautiful setting with a waterfall cascading into pools and an abundance of trees and plants from around the world
- ix. Sports Grill's world famous Special Grilled Chicken wings

- x. Single rider carts for people with disabilities are available (24-hours advance notice required).

A. Services to be Provided at Palmetto

The Contractor shall:

- I. Provide an operation that is available to the general public during designated hours. The Contractor shall be operational within thirty (30) days of the award of this Contract.
- II. Ensure player development including retaining core golfers, engaging lapsed golfers, programs for women, programs for families, programs for juniors and seniors.
- III. Provide golf instruction and related golf services in a manner that is consistent with PGA of America Instructional Standards.
- IV. Develop a schedule of intended hours of operation and staff levels to PROS for approval. At a minimum, golf instruction shall be available, nine (9) hours per day, seven (7) days a week, by appointment or set schedule, during the regularly scheduled operating hours of the golf course. Any scheduled days closed must be submitted and approved two weeks prior by the Director of Golf Operations. Miami-Dade County PROS may require changes in hours of operation or staff levels, if in the discretion of Miami-Dade County Parks, Recreation and Open Spaces, such a change is desirable or necessary in providing services.
- V. Develop a fee schedule paid to PROS by the Contractor for PROS products and equipment used to provide the services; i.e., golf ball buckets....
- VI. Ensure that at least one Golf Professional is on site and available during the approved scheduled operating hours of instruction. The Contractor shall ensure staff is properly trained to provide quality service for retail assistance in the Pro Shop and Golf Instruction at the golf course.
- VII. Ensure its staff is distinctively uniformed so as to be distinguishable as the Contractor's staff and not as employees of Miami-Dade County Parks, PROS. Uniform shall consist of a name tag and comply with the golf facilities dress code.
- VIII. Market and promote golf instruction and related services at the golf course through outside media market outlets; such as the Contractor's website, social media pages, monthly newsletters, Youtube, blogs, external advertising sites, etc.
- IX. Provide prompt and efficient customer service and presentations which adequately meet all reasonable demands of the patrons and guests.
- X. Ensure that complaints are resolved within 24 to 48 hours of notification.
- XI. Provide a free, one (1) hour golf clinic to the public, once per quarter. Golf clinics shall be organized and promoted by the Contractor and the facility's Clubhouse Manager.

- XII. Take proper care of the golf carts, driving range area, short game area, golf balls, range supplies and storage area provided by Miami-Dade County on a daily basis. Areas and supplies must be kept clean and organized daily. The Contractor shall provide written operating procedures which support the stewardship of the facility.
- XIII. The Contractor shall repair and/or replace any property and/or equipment owned by Miami-Dade PROS, damaged during the Contractor's operation at its own cost.

Note: Miami-Dade County Parks, Recreation and Open Spaces reserves the right to schedule special events that may preclude the Contractor from operating during that event. Miami-Dade County Parks, Recreation and Open Spaces will use reasonable efforts to notify the Contractor as early as possible of these special events, but in no event later than two weeks prior to the special event.

B. Golf Instruction

The Contractor shall:

- I. Provide Miami-Dade County PROS with a schedule and a cost breakdown, prior to any golf lessons, tournaments, and/or golf programs being offered at the course. The schedule and cost breakdown must be submitted to Miami-Dade County PROS for review and approval.
- II. Provide:
 - "Individual lessons" to mean lessons provided to no more than one (1) individual
 - "Group lessons" to mean lessons provided to a groups of five (5) or less individuals
 - "Clinics" to mean lessons provided to groups of six (6) or more individuals per instructor.
 - "Demonstrations" to mean demonstrations in different aspects of golf to promotion of the golf course
 - Golf lessons to Miami-Dade County PROS staff using a "Train the Trainer" program
- III. Promote golf instruction to individuals and groups, of all ability levels, in accordance with American with Disabilities Act requirements.
- IV. Assist Miami-Dade County PROS in the development, operation, management and/or tabulation of scores at golf tournaments as needed or requested by Miami-Dade County Parks, Recreation and Open Spaces.
- V. Shall require golf instructors to check into the golf shop and register prior to proceeding to the course to provide golf instruction.

Note: Tournaments are defined as a series of scheduled games, competitive in nature, between teams from respective golf courses; either traveling or hosting.

C. Summer Golf Program/Camp

The Contractor shall establish, promote and manage a Summer Golf Program; as well as offer a youth camp which shall teach attendees the basics of golf.

D. Junior Golf Program

The Contractor shall:

- I. Promote junior golf by establishing a junior golf program. The junior golf program shall be designed for youth between the ages of eight (8) and eighteen (18) years old. The program shall include individual lessons, group lessons, clinics and participation in junior golf teams.
- II. Coordinate the logistics for the annual Miami-Dade County PROS junior golf tournament at no charge to Miami-Dade County PROS.

E. Other Related Services

The Contractor may provide other related goods and/or services if approved by Miami-Dade County PROS. The Contractor shall submit all requests to Miami-Dade County PROS prior to the Contractor providing these related goods and/or services. Miami-Dade County PROS Director shall provide written approval upon the review and acceptance of all related goods and/or services prior to their implementation. The following are examples of other related services which may be provided by the Contractor:

- Golf club repairs, replacement of shafts, heads and grips.
- Assistance in golf pro shop with fitting golf shoes, golf gloves, golf clothing, golf clubs, etc.
- Any other golf related service(s) approved in advanced by PROS Director or designee.

F. Miami-Dade County Responsibilities

The County shall:

- I. Allow the Contractor to use the existing electricity and phone service at no additional cost.
- II. Provide a designated area, inclusive of a desk so that the Contractor can conduct regular business affairs associated with golf instruction programs.
- III. Waive golf course green fees which are related to the provision of instructional and promotional demonstration services.
- IV. Allow the Contractor to use of a limited amount of golf carts for clinics and/or demonstrations at no cost to the Contractor. The amount of golf carts will be determined by Miami-Dade County PROS
- V. Provide range balls to the Contractor at no cost.
- VI. Provide a minimum of two (2) stations at the driving range so that individual golf lessons are available at all times, at no additional cost to the Contractor. Driving range requirements for group lessons, clinics, demonstrations and camps must be coordinated through Miami-Dade County PROS to prevent scheduling conflicts.

Commented [JS(2)]: Instructors must check in the golf shop and register in advance before proceeding on to the golf course for instruction programs

Commented [WJT(3R2)]: Understandable, however since this section is for PROS responsibilities, will the green fees which are related to the instruction and promotional demonstration services be waived?

Commented [JS(4R2)]: Yes fees waived. Please add the check in pro shop to the Proposers responsibilities

Commented [WJT(5R2)]: See B. V.

- VII. Provide advance notice of free clinics, demonstrations, special events and/or other related free services so that they do not conflict with previously established private lessons. The times of such clinics, demonstrations or services are at the discretion of Miami-Dade County PROS.
- VIII. Provide specific register keys associated with the different aspects of the Contractor's services, which will be utilized when inputting sales into the register. All revenue produced at the golf course by the Contractor shall be processed by the County through the County's Golf Facility Pro Shop cash register.

2.1 Background Screening

Pursuant to Miami-Dade County Ordinance No. 08-07 pertaining to Chapter 26, article III, of the Code, titled Park Recreation Department Rules and Regulations; all personnel (including volunteers) that will provide services at the golf course must be in compliance with the requirements set forth under the Shannon Melendi Act, prior to the scheduled start of employment or volunteerism. Under the Shannon Melendi Act:

- I. Background checks shall be conducted by a Professional Background Screener at the Contractor's expense. The Contractor shall obtain and maintain a report as to whether each child event worker, park vendor, staff member or volunteer is listed on the National Sex Offender Public Registry.
- II. A comprehensive report and analysis shall be obtained from no less than two independent sources, on the nationwide criminal history of such child event worker, park vendor, staff member or volunteer. This background information shall be part of the background check report that shall be kept and maintained by the Contractor and be available to law enforcement personnel upon request.
- III. The Contractor shall conduct background checks every three years after start of service. Any subsequent arrest of Contractor's personnel and volunteers shall be reported to the Contractor within 48 hours of such arrest. Miami-Dade County Parks, Recreation and Open Spaces shall be notified within 24 hours of Contractor's notification by the Contractor's personnel or volunteers.

2.2 Addition of Facilities/Golf Courses

Miami-Dade County Parks, Recreation and Open Spaces reserves the right to allow the Contractor to expand its services to another facility/golf course which may require services in the future; if deemed to be in the best interest of Miami-Dade County Parks, Recreation and Open Spaces. Any additional facilities/golf courses will be subject to negotiations. Upon project award, the Contractor's agreement will be supplemented, identifying additional facility/golf courses and revenue information.

2.3 Service Fees

The Contractor shall provide a monthly payment to the County for the provision of all golf instruction and golf related services. The monthly payment shall be the greater of a percentage of gross receipts or the established monthly guarantee.

i. Minimum Monthly Guarantee

As consideration for the privilege to engage in business at Palmetto Golf Course, the Contractor shall propose to pay a Minimum Monthly Guarantee (MMG) of no less than \$2,500.

Commented [JS(6)]: \$30,000

ii. Percentage of Gross Revenues Fee

The Concessionaire shall propose to pay the Department a minimum of ten percent (10%) of gross revenues (subject to this WOPR process).

Commented [JS(7)]: 10%

4.2 Evaluation Criteria

Proposals will be evaluated by a Review Team which will evaluate and rank proposals on criteria listed below. The Review Team will be comprised of appropriate County personnel and members of the community, as deemed necessary, with the appropriate experience and/or knowledge, striving to ensure that the Review Team is balanced with regard to both ethnicity and gender. The criteria are itemized with their respective weights for a maximum total of one thousand fifty (1050) points per Review Team member.

TECHNICAL EVALUATION	
TECHNICAL CRITERIA	POINTS
Proposer's Experience, Qualifications, Capabilities and Past Performance	250
Proposer's Key Personnel and Subcontractors Experience, Qualifications, and Past Performance	200
Proposer's Approach to Providing the Services, including Management and Operations Plans	150
Proposer's Customer Programs, including Retention, Development, and Marketing	100
Proposer's Transition Plan	100
TOTAL TECHNICAL POINTS	800
PRICE PROPOSAL EVALUATION	
PRICE CRITERIA	POINTS
Minimum Annual Guarantee (MAG) Proposal Maximum Points	150
Percentage of Revenues Fee Proposal Maximum Points	100
TOTAL PRICE POINTS	250
TOTAL MAXIMUM EVALUATION POINTS*	1050
*Includes the combined total Technical Criteria Points and the total Price Criteria Points	

ATTACHMENT 2 - PROPOSER INFORMATION**MINIMUM QUALIFICATION REQUIREMENTS**

1. The Contractor's Golf Professionals (Golf Pros) and assistant Golf Pros shall have played and taught golf techniques for a minimum of at least five (5) years and shall be certified as Class "A" members, in good standing by the Professional Golfers Association (PGA) of America, the Ladies Professional Golf Association (LPGA) of America, be an active Apprentice of one or more of the fore mentioned organizations or any other recognized Professional Golfers Association at the time of proposal due date and throughout the duration of the contract. Golf Pros shall also possess a substantial knowledge of legal requirements that are involved in this type of operation. The Contractor shall also have knowledge developing new players and beginner golfers and have junior program development experience.

Commented [JS(1)]: Add Apprentice language please

PROPOSER'S EXPERIENCE, QUALIFICATION, CAPABILITIES AND PAST PERFORMANCE

2. Describe the Proposer's past performance and experience, and state the number of years the Proposer has been in existence, the current number of employees, and the primary markets served, including experience providing continuous golf service at one (1) or more golf course totaling at least one hundred (100) acres, seven (7) days a week, including holidays. Proposer should identify service locations and management experience, including the number of locations managed both presently and in recent years, including sales data.
3. Provide a detailed description of contracts similar in scope of services to those requested herein, which the Proposer has either ongoing or completed within the past five (5) years. The description should identify for each project: (i) client, (ii) description of work, (iii) total dollar value of the contract, (iv) dates covering the term of the contract, (v) client contact person and phone number, and a (vi) statement of whether Proposer was the prime contractor or subcontractor. Where possible, list and describe those projects performed for government clients or similar size private entities (excluding any work performed for the County).
4. Provide a list of all contracts which the Proposer has performed for Miami-Dade County. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include for each project: (i) name of the County Department which administers or administered the contract, (ii) description of work, (iii) total dollar value of the contract, (iv) dates covering the term of the contract, (v) County contact person and phone number, and a (vi) statement of whether Proposer was the prime contractor or subcontractor.

Commented [JS(2)]: 5 years

PROPOSER'S KEY PERSONNEL AND SUBCONTRACTORS EXPERIENCE, QUALIFICATIONS, AND PAST PERFORMANCE

5. Provide an organization chart showing all key personnel, including their titles, to be assigned to this project. This chart must clearly identify the Proposer's key personnel and those of the subcontractors, and shall include the functions to be performed. All key personnel includes all partners, managers, seniors and other professional staff that will perform work and/or provide services for this project.

6. Provide a list of the names and addresses of all first tier subcontractors, and describe the extent of work to be performed by each first tier subcontractor. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of the subcontractors who will be assigned to this project.
7. Provide resumes, or an equivalent professional profile, describing the experience, qualifications and other vital information, including but not limited to, relevant experience on previous similar projects, education certifications/licenses and training, languages spoken and written, of all key personnel, and those of subcontractors, who will be assigned to this project.

NOTE: After proposal submission, but prior to the award of any contract issued as a result of this Solicitation, the Proposer has a continuing obligation to advise the County of any changes, intended or otherwise, to the key personnel identified in its proposal.

PROPOSED APPROACH TO PROVIDING SERVICES, INCLUDING MANAGEMENT AND OPERATIONS PLANS

8. Describe Proposer's approach to organization and management, including the responsibilities of Proposer's management and staff personnel who shall perform the services.
9. Describe Proposer's specific plan and procedures to be used in providing the services, including but not limited to, the following:
 - a. Proposed approach to providing high quality prompt service and meeting customer satisfaction;
 - b. Proposed approach to maintaining safety;
 - c. List of specific reports, tasks and deliverables utilized to provide the services in a consistent and effective manner; and
 - d. Proposed approach to meeting the County's vision and mission for PROS.
10. Provide a price schedule for all services and products proposed, including a description of said products and services.
11. Provide a fee schedule for PROS products and equipment used to provide the services to be paid to PROS by the Contractor; i.e., golf ball buckets
12. Describe the Proposer's technical capabilities and methodology to providing the services, including but not limited to, the following:
 - a. Instruction methods;
 - b. Policies/Procedures and techniques, and
 - c. Equipment, technology or software utilized, if any.
13. Describe in detail Proposer's training program, i.e. employee manual, and use representative examples of procedures used, including quality control, safety, and customer service. Proposer must describe standards and methods that address the services to be performed under the Agreement, including the following:

- a. General orientation areas of responsibility;
 - b. Procedures, performance standards, remedial action and retraining programs;
 - c. Tools and equipment, operation and safety;
 - d. Protection and safety of the people who participate in golf activities;
 - e. Customer service training, including effective customer service training for all personnel having public contact; and
 - f. All human resources programs that demonstrate the Proposer's ability to promote and manage a diversified work force, promote workplace fairness and equal opportunity, prevent sexual harassment, and establish and enhance employee motivation via tangible programs and career development opportunities.
14. Discuss the Proposer's approach and capacity to support the expansion of golf services to additional site at the discretion of the County.

NOTE: Identify if Proposer has taken any exception to the terms of this Solicitation. If so, indicate what alternative is being offered and the cost implications of the exception(s). Only those exceptions identified herein will be considered by the County. Exceptions not specifically delineated will not be accepted from any Proposer(s) that may be invited to participate in Negotiations as outlined in Section 4.8 of the Solicitation.

PROPOSER'S CUSTOMER PROGRAMS, INCLUDING RETENTION, DEVELOPMENT AND MARKETING

15. Describe the Proposer's experience in player development and retention, including core golfers, lapsed golfers, women golfers, and all demographics including, children, youth, and seniors. Provide a detailed description of the proposed programs and/or services.
16. Describe Proposer's approach to providing golf activities for children and youth in Summer Camp and Junior Golf Programs, including but not limited to the following:
- a. Provide a detailed description of the proposed Summer Golf Program/Camp, including but not limited to the following:
 - i. Concept, function, and goal of program;
 - ii. Length of program;
 - iii. Methods of Instruction, including curriculum;
 - iv. Eligibility/Age Groupings;
 - v. Classes/Activities Offered;
 - vi. Forms and documents utilized; and
 - vii. Parent involvement and communication.
 - b. Provide a detailed description of the proposed Junior Golf Program, including but not limited to the following:
 - i. Concept, function, and goal of program;
 - ii. Length of program;
 - iii. Methods of Instruction, including curriculum;

Commented [JS(3)]: Outstanding!

- iv. Eligibility/Age Groupings;
- v. Classes/Activities Offered;
- vi. Forms and documents utilized; and
- vii. Parent involvement and communication.

17. Describe Proposer's Marketing Strategy and Advertising Plan for the services and programs, including but not limited to the following:

- a. Media Planning;
- b. Signage types and design;
- c. Target Market/Audience(s); and
- d. Marketing Goals.

PROPOSER'S TRANSITION PLAN

18. Provide a Transition Plan, including a transition schedule commencing post Contract award with specific tasks and timelines. The Proposer shall also describe how it plans to start operations with a smooth transition of work from the incumbent contractor. The Transition Plan must allow time for:

- a) Providing Equipment and Supplies;
- b) Obtaining ID Badges and Security Training;
- c) Issuance of Necessary Keys; and
- d) Orientation and Site Tours.