



STATE OF TENNESSEE
DEPARTMENT OF ENVIRONMENT & CONSERVATION

**REQUEST FOR PROPOSALS # 32701-04253
AMENDMENT # 2
FOR GOLF OPERATIONS CONSULTING**

DATE: 5/27/2021

RFP # 32701-04253 IS AMENDED AS FOLLOWS:

1. This RFP Schedule of Events updates and confirms scheduled RFP dates. Any event, time, or date containing revised or new text is highlighted.

EVENT	TIME (central time zone)	DATE
1. RFP Issued		April 30, 2021
2. Disability Accommodation Request Deadline	2:00 p.m.	May 5, 2021
3. Pre-response Conference	9:00 a.m.	May 6, 2021
4. Notice of Intent to Respond Deadline	2:00 p.m.	May 7, 2021
5. Written "Questions & Comments" Deadline	2:00 p.m.	May 14, 2021
6. State Response to Written "Questions & Comments"		May 27, 2021
7. Response Deadline	2:00 p.m.	June 4, 2021
8. State Completion of Technical Response Evaluations		June 11, 2021
9. State Opening & Scoring of Cost Proposals	2:00 p.m.	June 14, 2021
10. Negotiations	4:30 p.m.	June 16, 2021
11. State Notice of Intent to Award Released <u>and</u> RFP Files Opened for Public Inspection	2:00 p.m.	June 18, 2021
12. End of Open File Period		June 25, 2021
13. State sends contract to Contractor for signature		June 28, 2021
14. Contractor Signature Deadline	2:00 p.m.	June 30, 2021

2. State responses to questions and comments in the table below amend and clarify this RFP.

Any restatement of RFP text in the Question/Comment column shall NOT be construed as a change in the actual wording of the RFP document.

RFP SECTION	PAGE #	QUESTION / COMMENT	STATE RESPONSE
		1 Are you able to provide financial statement for the last three years?	Yes. This information is not relevant to submitting a bid, but it is understood it will be needed when the contract is awarded. We are gathering the reports and will provide this information to the awarded respondent as soon as possible after the contract is awarded.
		2 When was the last year the course broke even financially?	As a portfolio of courses, they have not broken even in the past ten years and very few have broken even, individually either. We have a 10 year trend analysis report that we have pulled together for all of the courses which will be shared with the awarded respondent.
		3 What capital expenditures have been made to the golf course over the last 10 years?	This information is not relevant to submitting a bid but is being gathered now from our Facilities Management team and will be provided to the awarded respondent.
		4 What capital expenditures have been made to the irrigation system in the field and pump station over the last 5 years?	This information is being gathered now from our facilities management team and will be provided to the contractor when the contract is awarded.
		5 What capital expenditures have been made to the clubhouse over the last 10 years?	This information is being gathered from our facilities management team and will be provided to the awarded respondent.

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		6 Are you able to provide the golf course equipment inventory?	Yes. We are working to gather this data for each course. This will be provided when the contract is awarded.
		7 What are capital/operational leases are in place for golf course equipment? a. Please provide details and terms of leases b. Are you able to provide the golf car inventory? Please provide details and terms of leases c. If owned, year of model	There are no current leases on the grounds equipment. a. Not applicable b. All golf carts are owned c. 2021 Electric Club Car Precedent carts. All carts were replaced in the past year.
		8 Who is the current POS provider? a. When does the contract end, if applicable?	ForeUp is our golf POS provider. They are a subcontractor of Rev'd up, the State's master contractor holder. a. The ForeUp contract expires on May 31, 2022, but may be extended up to 5 years (in 1 year increments).
		9 Who is the current online booking engine provider?	ForeUp is the current online booking engine provider.
		10 Who is the current website provider?	The State provides the website
		11 What is the current green fee and golf car fee rate structure?	Information is available on the Tennessee State Park website. We are also gathering the data from each golf course so we can provide this information quickly to the awarded respondent.
		12 What is the current food and beverage inventory?	We are gathering this information from each course to

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			ensure it is available as soon as the contract is awarded.
		13 What is the current golf course chemical inventory?	Most of the chemicals are purchased in bulk by the Director of Agronomy. We can share our contract bidding for the portfolio of courses. Individual course superintendents will provide additional quantities on hand during the site visits.
		14 What is the current golf course fertilizer inventory?	Minimal quantities are kept on property. Fertilizer products and application are generally contracted to an outside vendor. We are gathering this information and will provide that information as soon as the contract is awarded.
		15 What is the current golf pro shop inventory?	Each course manager will have the inventory of their Pro Shops on hand either before or during the site visits.
		16 What is the break down of acreage?	We are updating some of our GIS mapping records on the courses. We have some information on these areas now, but will have additional acreage figures by the time the RFP is awarded.
		17 Along with all revenues and expenses for each of the nine Portfolio courses, it is important that the annual number of 18-hole equivalent rounds be available for each of the courses. Will this data be available to reflect the number of 18-hole equivalent rounds played during 2018, 2019 and 2020? A trend to reflect the	We have a ten year trend analysis that includes the total number of golfers for each course, total revenue and total. This report also includes total revenue and expenses.

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		number of rounds played over a longer period of time would also be desirable.	
		<p>18 I need clarification of the number of Competitive Set golf courses that are required to be included in the report for each of the Portfolio courses. The RFP states that Competitive Set refers to golf courses within a 50-mile radius of a Portfolio course that offer Golf Rounds and other related services to the public that are similar to the services offered by the Portfolio course. The National Golf Foundation, owners of golf courses and knowledgeable golf course appraisers usually use the guide line that most golfers will not travel more than thirty minutes to play golf. Using this as a guide line, most knowledgeable golf course appraisers search the market for comparable courses within a thirty minute driving distance of the golf course being appraised. The 50-mile radius appears to be a little excessive as it is doubtful that most players will travel pass several courses to play at a Portfolio course. The State may have data on this 50-mile distance that players are traveling to play the Portfolio courses. The fact that these Portfolio courses are Jack Nicklaus designed courses, players may travel longer distances to play the courses one time. It is</p>	<ul style="list-style-type: none"> - Private courses should not be included in the comp set as a membership based course is not comparable to a State run course. - Some of our courses are fairly remote, which is what drove that 50 mile radius, such as Fall Creek Falls. - Each course manager will provide a list of the courses they compete most closely with. It is our preference that the comp set focus more on the closest and most comparable courses. One of the focus items in the initial meeting or conversation with the Golf Managers at each course should include understanding who they compete most closely with. Each of them have a good idea of which courses their regular players play at in their local communities or nearby. The expectation of the State is to compare our course to 4 additional courses that are similar in operation

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		<p>doubtful that regular players at these Portfolio courses travel more than about thirty minutes to play the courses. The statement further states "...that offer Golf Rounds ...". Is this statement to indicate that no nine hole courses would be included in the Competitive Set? It is highly doubtful that a nine hole course in these locations would be maintained to the level that the Portfolio courses are being maintained, and, of course, the daily fees would not be compatible to the Portfolio courses. The statement further states "...to the public...". Is this statement meant to imply that no private country club courses would be included in the Competitive Set? In drawing a circle indicating a 50-mile radius around each of the nine Portfolio courses, a rather large number of Competitive Set courses is indicated. An initial counting of the courses that are located within these parameters for the Portfolio courses indicates an approximate total number of Competitive Set courses in excess of 150 courses that would need to be inspected and included in the analysis. Is this the intention of the Golf Operations Consulting RFP?</p>	<p>and identified through conversations with the golf manager at each course. In most cases these competitive course are well within a 50 mile radius.</p>

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	19	I have a question concerning the "Warranty" as stated in A.7. on page seven of the Contract. Please explain and clarify how all of this section would relate to the consulting report.	This section is removed from the contract. See Section 3 of this amendment.
	20	Page 4 of Contract under A. Scope - A.6.b.3.ii: The scope requires documenting the annual cost, age/hours in service of every piece of maintenance equipment at each golf course. Will the State and golf course Superintendent at each golf course already have much of this information documented? (If not, it will be an inefficient and expensive use of time for the consulting team).	We can give cost, age, and hours on most all equipment. Fuel cost will be on an annual basis per course. Some industry average of fuel consumption per type of grounds equipment will need to be calculated by responders if we do not have the information. We will ask the course managers to gather this information.
	21	Page 4 of Contract under A. Scope - A.6.b.4.i: In terms of inspection /assessment of physical condition of structures – does the state have details on construction, drawings, condition of roofs, HVAC, electric, plumbing, etc. or must we complete a full independent building inspection for every golf facility, which would likely require and additional subconsultant?	The focus on this section is less about a technical inspection and more on the obvious issues that would detract from the customer perspective or serious structural issues. The Golf Managers can be relied upon for major maintenance issue discussions. The consultant can then focus on issues that are more visible to customers or impact the impression or proper functioning of the overall operation.
	22	Page 3 of Contract under A. Scope, A.6.c.5.i.: Under "Energy Consumption", the RFP requires "Detailed analysis	This is more about whether there are obvious energy efficiency issues related to the buildings. For example, the golf shop at Fall Creek Falls has single paned

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		<p>of the energy efficiency of existing buildings". What are the State's expectations here, and does some of this information already exist? As written, it would seem to require a specialist subconsultant. It is not the intent for the consultant to hire specialists to inspect the buildings.</p>	<p>windows and is difficult to heat and cool properly. Again, the Golf Managers will be a good resource for this information. The state also has an energy consumption group that can assist on course structures if needed. The State will access any costs for improvements and renovations surfaced from the review.</p>
		<p>23 Page 3 of Contract under A. Scope, A.5: In the pre-bid meeting it came up that the project timeline had been pushed back a month from what was originally intended, and that the contract may not be finalized until July 9. With 9 site visits, many more competitive facility visits, and 10 draft reports due by September 1:</p> <p>A. It is our understanding from the pre-bid meeting that, given the very tight timeframes and overall logistical challenges, the draft reports due on September 1 can focus almost entirely on capital and operating expense increases that would have to be budgeted for in the next fiscal year, with other aspects of the operations reviews captured in more detail in the Final Reports. Can you confirm our</p>	<p>a. Yes with the tight deadlines we'll need enough information to not only see what recommended budget increases might be needed, but enough information to understand why and what effect that should have on future operations.</p> <p>b. What we are looking for from a progress report is a virtual meeting where we would want to receive an agenda at least 24 hours in advance of each meeting. Agenda items may include, progress (actual and planned) towards gathering of information towards scope completion, review of course visitation schedules, updates on status of reports, and discussion of important issues and questions.</p>

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		<p>interpretation of this, based on verbal answers provided during the pre-bid meeting?</p> <p>B. We assume only one “progress report” will be required before delivery of the draft reports (for example, in early August). What is the State’s expectation for this progress report – can it be just a brief letter report or summary Powerpoint presentation of capital and operating expense increases that would have to budgeted for in the next fiscal year, in conjunction with a virtual meeting?</p>	
	24	<p>Some of the questions under sections B and C seem redundant and/or seem to have significant overlap. Can responses for multiple Item Ref. numbers be combined into one paragraph? (e.g., B.2 - B.5 answers contained in a single paragraph).</p>	<p>Per the RFP instructions for Sections B and C: “The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item reference).”</p>
	25	<p>B.4 and C. 4, as well as C.2 and C.7, and B.12 and C.6 ask the same question. Do the responses need to be restated in each section or can we note to see a previous response (e.g., “see page B.4” to answer C.4)?</p>	<p>Per the RFP instructions for Sections B and C: “The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item reference).”</p>

3. **Delete RFP Attachment 6.6 Section A.7 “Warranty” in its entirety and renumber any subsequent sections as necessary.**

4. **RFP Amendment Effective Date**. The revisions set forth herein shall be effective upon release. All other terms and conditions of this RFP not expressly amended herein shall remain in full force and effect.