

APPROVED

AUG 09 2006

REPORT OF GENERAL MANAGER

NO. 06-217

DATE August 9, 2006

BOARD OF RECREATION  
and PARK COMMISSIONERS

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BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: SEPULVEDA GOLF COMPLEX -REQUEST FOR PROPOSALS FOR THE  
OPERATION OF THE GOLF PROFESSIONAL AND DRIVING RANGE  
CONCESSION

J. Combs \_\_\_\_\_  
H. Fujita \_\_\_\_\_  
S. Huntley \_\_\_\_\_  
R. Jensen \_\_\_\_\_

J. Kolb \_\_\_\_\_  
\* F. Mok RA  
K. Regan \_\_\_\_\_  
M. Shull \_\_\_\_\_

*Robert Jensen* (for)  
General Manager

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Withdrawn \_\_\_\_\_

RECOMMENDATION:

That the Board:

1. Approve the Sepulveda Golf Professional Concession Request for Proposals (RFP) for a ten-year concession Agreement, with two five-year renewal options exercisable at the City's sole discretion, substantially in the form on file in the Board Office, subject to review and approval of the City Attorney as to form;
2. Direct the Board Secretary to transmit the RFP to the City Attorney for review and approval as to form; and,
3. Direct staff, subsequent to City Attorney review and approval as to form, to advertise the RFP and conduct the RFP process for the subject Concession.

SUMMARY:

The Sepulveda Golf Professional Concession consists of the pro shop, golf lessons service, and the driving range operation at the Sepulveda Golf Complex in Encino ("Complex"). The Complex combines two 18-hole regulation-length courses, the Encino and Balboa Golf Courses, which draw 170,000 rounds of golf per year. The three concessions at the Complex are the Golf Professional concession, a restaurant, and an electric golf carts rental service. The current golf professional concessionaire operates on an interim Permit, on a month-to-month basis, until a new long-term agreement can be executed. Gross revenues for the concession have averaged \$1,300,000 each year

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during the past five years, although a long-anticipated renovation of the concession facility is expected to substantially increase revenues. Because of the extent of the renovations needed, a long-term agreement will be sought to allow an operator sufficient time to amortize their costs of needed capital improvements.

An RFP released in May 2004 for this concession did not result in the execution of an agreement. On February 2, 2005, the Board considered recommendations for the award of the agreement to Highlands Golf, LLC ("Highlands;" Board Report No. 05-34), one of six respondents to the May 2004 RFP; the Board subsequently directed the Department to convene an ad-hoc committee to review the award recommendation, in response to public concerns regarding Highlands' proposal and the RFP process in general. On May 18, 2005, the Board considered the ad hoc committee's findings (Board Report No. 05-112); while the committee found the procedures used by staff to award this agreement were proper and consistent with City-wide RFP practices, the Report also recommended that the agreement be awarded instead to another of the top proposers, Sepulveda Golf Ventures ("Sepulveda"). The Board approved the Report and awarded the agreement to Sepulveda.

However, on November 8, 2005, the Arts, Parks, Health and Aging Committee (APHA) voted to disapprove the proposed agreement based on their concerns that Sepulveda did not appear to have enough experience as a single entity, as they were a newly-formed joint venture formed with the sole purpose of operating this concession, and other concerns voiced by members of the public as well as from Council District 6 Staff. On November 18, 2005, City Council, as recommended by APHA, voted to disapprove the proposed agreement with Sepulveda. On December 14, 2005, the Board rejected all proposals received for this concession, and directed staff to return all proposal deposits and revise and re-solicit the RFP (Board Report No. 05-316).

Therefore, at the direction of the Board, staff has developed, and is now ready to release, a new RFP for this concession, incorporating numerous improvements to the RFP process. For example, the RFP document now requires the proposer to submit pro forma financial statements with the written proposal (implemented with the October 2004 Observatory Bookstore RFP); hardcopies of compliance forms are now distributed with the RFP document, and the Department webpage has forms available to download from its own servers, instead of having links to other departments' websites (implemented with the December 2004 Los Feliz/ Roosevelt Café RFP); and requests for proposed capital improvements now delineate more specific requirements so that proposers have a clearer understanding of the facility's needs and can customize their proposals accordingly. In this RFP, the Department's Golf Manager extensively reviewed pertinent sections and added specificity to the capital improvements desired as well as numerous operational standards to be achieved.

Additionally, the golfing public, as represented by the Golf Advisory Committee (GAC), provided for the Department's consideration on July 24, 2006, a report (Attachment A) listing their recommendations of items to include in the RFP document and/or resulting Agreement. In general, the recommendations have either been incorporated into the RFP document, or may be incorporated

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into the Agreement as appropriate, as indicated in Attachment B to this Report, "Responses to Recommendations from the Golf Advisory Committee."

The new RFP seeks to select a qualified, experienced, and financially sound operator who will meet or exceed the City's and the Sepulveda Golf Complex visitors' expectations in all operational, financial, and service areas, and to optimize profitability.

### Significant Proposal and Contractual Provisions

1. A Proposal Deposit of \$10,000 will be required with the submission of each proposal.
2. Standard Conditions: All provisions of the Department's Standard Conditions and Regulations for the Operation of Concessions (Revised December 2005) will apply to this Agreement.
3. Term: Ten (10) years, with two five-year renewal options, at the sole discretion of the City.
4. Rental Terms: Rental percentage is to be a proposal item; there will be no minimum rent required.
5. Capital Investment: The operator will be required to commit a minimum of \$1,000,000 in Capital Investment, to fund the renovation of the driving range, pro shop, and to provide other proposed amenities or improvements at the concession. The required capital improvements section delineates specific parameters such as the required use of particular types of materials, minimum warranties, specific minimum or maximum dimensions of improvements, etc. Any proposed additional improvements that would enhance the public's enjoyment of the facility will be considered.
6. Utilities: It is expected that separate meters for gas and electricity will be installed at the Complex for each of the three concessions. Until the meters are installed and placed under the name of the operator, the operator will be required to submit a monthly utility fee of \$750.00 to the Department to cover the expense of gas and electricity; after separate meters are installed and placed under the name of the operator, the operator will be required to pay these utilities directly to the utility companies.
7. Contract and Financial Terms: As typical with our concessions, the City will enter into an Agreement whereby the City has no financial responsibility or liability for the operation and the City will share in profits in the form of a percentage of gross revenue.
8. Faithful Performance Deposit: A Faithful Performance Deposit will be required to be maintained for the life of the Agreement in the amount of Fifty Thousand Dollars (\$50,000).

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### Evaluation Process

The Department retained the services of one of its contracted economic consultants to assist in the preparation of this RFP, and will also retain a consultant to manage the evaluation and recommendation of award of the agreement; additionally, the consultant's written recommendations on the RFP and evaluation process may potentially be used as benchmarks for future concession RFPs. Proposals will be evaluated in three Levels: initial evaluations will determine each proposal's responsiveness and responsibility (Level I); and each proposer's financial ability to fund the required capital investment for this project (Level II). Only those satisfying the first two Levels, the initial review for responsiveness and responsibility, and the determination of financial capability, will continue to Level III in the evaluation according to the criteria below. The Department reserves the right to request additional information to clarify proposals.

### RFP Evaluation Criteria

For the purposes of further evaluation, the responsive proposals will be evaluated solely on the criteria below (Level III):

- **Qualifications:** Years and quality of experience in similar and relevant businesses; proven performance; track record of creative, innovative, and resourceful management.
- **Business Plan:** The proposed operation, including quality of services, products, and merchandise to be offered, staffing, and customer service plans; creativity, innovation, and imagination; soundness of planning; alignment to City mission and City goals; achievable financial projections and planning; financial capability to have positive cash flow and sustain the operation as proposed; competitive and viable rental terms proposed.
- **Capital Improvements:** The plan for proposed improvements; creativity, innovation, and appropriateness; feasibility; value; amount of investment; potential to increase revenue and service; soundness of planning; demonstrated awareness of applicable laws, requirements, and environmental impact; thorough, well-articulated plans.

There has been some discussion among members of the public regarding the assigning of greater weight to some evaluation criteria in an effort to place a higher value on capital improvements, experience and qualifications, and business plan, and a lower value on proposed rental terms. For this RFP, this concern has been addressed by revising the criteria to incorporate proposed rental terms with the proposer's business plan, and not evaluate rental terms on their own, as proposed rental terms can be seen as integral to the proposer's business strategy insofar as they affect the financial success of the operation.

The RFP documents will be available on the Department's website; the anticipated time of

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completion for the RFP process and award of the Agreement is approximately six to twelve months.

### FISCAL IMPACT STATEMENT:

Annual gross receipts for this concession have averaged \$1,271,449 from 2001 through 2005, generating an average of \$202,805 in rental payments to the Department during those same years. Assuming future revenues and rental percentages reflect current levels, a ten-year Agreement will yield a total of \$2,028,050 in rental payments to the Department over the life of the Agreement (\$1,825,245 to the Department's General Fund, and \$202,805 to the Department's Concession Improvement Account). However, once the needed renovations are completed, gross revenues will likely increase substantially, generating higher levels of revenue to the Department's General Fund and Concession Improvement Account.

Report prepared by Anthony Sanchez, Administrative Resources Division.

## **FINAL R.F.P. FOR ENCINO -BALBOA**

**Primary consideration should be given to the concessionaire's plan for developing the property to its highest and best use to:**

1. Best serve the public through capital improvements to the physical property and concession services which comprise the driving range, main golf shop, smaller golf shop and bathrooms near the range, the grassy areas between the ranges and the smaller shop, teaching staff and programs which will involve and increase the number of golfers using the Encino-Balboa complex.
2. Proposer must specify the amount of capital he is willing to invest in the rehabilitation and development of the property and teaching programs. He must include an outline of where and how much the expenditures will be.

**The secondary consideration is to generate a steady and increasing stream of revenue for the city over the course of the contract.**

1. In addition to the standard items listed in #1 above, proposals may include other sources of revenue through related businesses or activities upon which rental percentages would be paid if such activities were approved by the Dept. of Recreation and Parks.

**In considering the bidders the city should look for:** a bidder (or a partnership) who either has a current or historical track record of successful experience in the golfing industry or a history of successful business operations of any kind which allow him/it the financial strength to act as CEO of such an operation with a professional golf staff on site. A rebuttable presumption of preference should be accorded proposal entities that demonstrate such experience in a similarly situated environment. Any staff under either formulation should include, but not be limited to, one PGA certified professional or a golf professional whose experience in teaching, supervising and running a driving range with community teaching programs makes him equivalent to a class A P.G. A. pro in expertise. The name(s) of the pros and their resumes should be submitted with any proposal as well as a demonstration of their commitment to the business for a reasonable (2-3 years) amount of time.

1. Proposals must include a timetable for: submitting architectural designs quickly and construction of the project in a timely manner once city permitting requirements have been met. The successful bidder may not delay executing his proposed changes in order to build up capital from the ongoing operation of the current range. Failure to perform in a timely manner, as determined by the Department of Recreation and Parks or any part of the City government, will result in liquidated damages or, in an extreme case of bad faith on the part of the concessionaire, possibly declaring the contract to be null and void.
2. A marketing strategy for business growth should be included in this proposal.
3. A strategy for maintaining good customer relations should be included.

**In support of his plan, in addition to the above, the bidder must clearly show:**

1. Verifiable financial strength to execute the proposed plan. As long as such financial strength to execute the proposed plan is verifiable, no preference for its precise source will be given.

2. A pro forma in which expense and income projections can be independently validated as having been based on industry standards, reasonable market assumptions, rational projections reasonable expectations and reasonable returns on investment.
3. A sensible and realistic plan for maintenance of such a facility in first-class condition during the entire time of the contract. This would include, but is not limited to: the general condition and appearance of the range and specific landing areas of the range with at least an estimate of a replacement date for the range turf (e.g. every 5, 7, or 10 years,) the condition of the hitting mats and balls including the type/quality of mats and consistent, timely monitoring of ball quality which shall be decided by the golf manager and the percentage of excellent, good and fair quality balls shall be his decision as well. Responsibility for good maintenance of short game practice areas and the general appearance of the whole facility will also be the responsibility of the concessionaire. The evaluation of the quality of all aspects of the concession shall be made periodically for the entire time of the contract by the Department of Recreation and Parks. If corrections/improvements are required, they must be done within a time frame also to be determined by the Department of Recreation and Parks. Failure on the part of the concessionaire to perform as required may also result in monetary penalties.

**Specific physical recommendations for the site:**

Because of serious and recurring problems with flooding particularly during heavy winter rains, the driving range will have to be graded, have a drainage system installed and be covered with artificial turf to allow for quick recovery of use following heavy rains such as those experienced in 2005. There should be target greens of various shapes and sizes at different distances (50-250 yards) installed which should be banked and lighted. At least 3 target greens should be visible from any one of the hitting stalls.

The current configuration of the hitting line may be kept or changed and added to or not as the bidder may decide. The width of each stall and the size of the barriers between each one seem adequate for safety and ease of use.

The current larger of the golf shops may be kept the same or changed if the proposer so desires.

At least 50% of the line(s) of stalls should be roofed, have lights for nighttime/early morning usage. A misting unit or other device for cooling purposes (over the same 50%) should be installed since severe heat is a problem for 5-6 months of the year.

The existing chipping area at the East end should be upgraded and a second one built to the West of the path leading from the range line to the secondary golf shop. Either one or the other should include a bunker practice area as well.

A ball containment system for the range must be installed which will prevent range balls from being hit into adjacent areas.

The equipment used to service the range such as ball pickers, ball dispensers etc. must be new and kept in good repair.

At least one PGA certified professional (or his equivalent, see above) must be on the premises at

least 30 hours a week and should be in charge of whatever other teaching staff is hired. He should also develop and implement programs specifically designed to increase the number of junior golfers and the participation of existing golfers from the surrounding communities.

The existing small golf shop area near the range which will sell ball machine tokens, needs to be completely remodeled and stocked with smaller items for golfers such as balls, tees for both range and course use, gloves, visors, etc. The larger or main pro shop may also be remodeled if deemed necessary, and stocked with a range of hard and soft goods which are of good -to- high quality merchandise and competitive with local retailers. Simple repair services and the rental of clubs should be offered.

The successful bidder shall cooperate with existing men's, women's and anticipated senior clubs at the courses, city-run junior programs and the golf associations to which they belong.

Benches should be situated behind the hitting line so that there is a comfortable place for people to wait, watch etc. At least 2 drinking fountains, one in the middle of each side of the range should be included.

**RECOMMENDATIONS FOR PAYMENT SCHEDULE TO THE CITY:**

Payment schedule to the city should be proposed by the bidders dividing the sources of income into 4 general areas: driving range, retail shop operations, revenue from lessons and whatever other sources of income may be proposed.

At least three (3) persons from the golf industry should be call in to be part of the evaluation process as was done in the last Sepulveda RFP procedure

One (1) member of the Golf Advisory Committee ought to participate in the process in a manner consistent with existing Department policies for the evaluation of Requests for Proposals.



## RECREATION & PARK GOLF ADVISORY COMMITTEE

DATE: July 24, 2006  
ITEM: Report of RFP Subcommittee  
SUBJECT: Amendment of Report Regarding the Sepulveda Driving Range / Golf Shop  
Request for Proposal (RFP)

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### Recommendation

That the RFP Subcommittee Report be amended to strike the following words from the text in # 2 under the Section entitled, "In support of his plan, in addition to the above, the bidder must clearly show:"

*. . .good maintenance of short game practice areas . . .*

### Rationale

The "Report" makes the upgrade and expansion of existing short game practice facilities a high priority by including the following language in its text:

*The existing chipping area at the East end should be upgraded and a second one built to the West of the path leading from the range line to the secondary golf shop. Either one or the other should include a bunker practice area as well.*

The intent of the language is clear. Having identified short game practice areas as a high priority, the Subcommittee Members certainly want to see it maintained well during the life of the envisaged lease agreement.

Because of that priority, the "Report" contains parallel language about "good maintenance of (*those*) short game practice areas."

However, the responsibility for maintenance of such areas is reposed in Recreation & Park Department maintenance workers by collective bargaining agreement between Local 347 SEIU and the City of Los Angeles. By reposing the responsibility in a concessionaire, the language of the "Report" in effect contracts out work now performed by unionized public employees. Such a transfer requires that a set of specific findings under City Charter Section 1022 first be made by the Board of Recreation & Park Commissioners – findings involving a demonstration of one of two factors: Either that the work cannot be performed by City employees or that the work cannot be performed by City employees in an effective and efficient manner.

The burden of proof in a 1022 finding is upon the proponent of contracting out. Clearly, that burden cannot be met here. The work is being performed right now in an effective and efficient manner.

While the intent of the current language is solid and should be noted by Golf Division Staff, its specific content does not belong in this RFP.

Responses to Recommendations from the Golf Advisory Committee  
(as recommended on July 24, 2006)  
Regarding the Sepulveda Golf Professional Concession Request for Proposals (RFP)  
July 25, 2006

Recommendation:	Response:
Primary consideration should be given to the concessionaire's plan for developing the property to its highest and best use to:	<i>Capital improvement will be a major component of the RFP, along with business plan, qualifications, and financial ability.</i>
1. Best serve the public through capital improvements to the physical property and concession services which comprise the driving range, main golf shop, smaller golf shop and bathrooms near the range, the grassy areas between the ranges and the smaller shop, teaching staff and programs which will involve and increase the number of golfers using the Encino-Balboa complex.	<i>Done. These items (except improvements to the bathrooms) will be included in the RFP. Bathrooms are maintained by the City.</i>
Proposer must specify the amount of capital he is willing to invest in the rehabilitation and development of the property and teaching programs. He must include an outline of where and how much the expenditures will be.	<i>Done. Proposers will be instructed to state the amount they will invest, and to submit financial projections showing their expenditures.</i>
The secondary consideration is to generate a steady and increasing stream of revenue for the city over the course of the contract.	<i>Done. For this RFP, evaluation criteria will be revised to incorporate proposed rental terms with the proposer's business plan, rather than making rental terms a separate criteria. This places lesser importance on rental terms, but does not delete them entirely from the evaluation as proposed rent is the financial return to the residents of the City of Los Angeles for the use of their land to operate a private business.</i>
1. In addition to the standard items listed in #1 above, proposals may include other sources of revenue through related businesses or activities upon which rental percentages would be paid if such activities were approved by the Dept. of Recreation and Parks.	<i>Done. This is included in every concession RFP.</i>
In considering the bidders the city should look for:	

Recommendation:	Response:
<p>...a bidder (or a partnership) who either has a current or historical track record of successful experience in the golfing industry or a history of successful business operations of any kind which allow him/it the financial strength to act as CEO of such an operation with a professional golf staff on site.</p>	<p><i>Done. While the RFP will require that proposers indicate their experience in golf operations, proposers may also indicate "extent of any related experience" and "additional information which demonstrates [their] qualifications."</i></p>
<p>A rebuttable presumption of preference should be accorded proposal entities that demonstrate such experience in a similarly situated environment.</p>	<p><i>It will not be necessary to include this in the RFP; all things being equal, proposers whose experience more closely matches the current operations are <u>always</u> ranked higher than those whose experience does not match or is not as close. The presumption is inherent in every evaluation process, and is always rebuttable.</i></p>
<p>Any staff under either formulation should include, but not be limited to, one PGA certified professional or a golf professional whose experience in teaching, supervising and running a driving range with community teaching programs makes him equivalent to a class A PGA pro in expertise. The name(s) of the pros and their resumes should be submitted with any proposal as well as a demonstration of their commitment to the business for a reasonable (2-3 years) amount of time.</p>	<p><i>Done. Proposers will be instructed to indicate whether pros are "PGA Certified or other verifiable rating; at least one must have this rating <u>or equivalent</u>" (underline added here for emphasis). Also, proposers will be instructed to provide resumes for key staff.</i></p>
<p>Proposals must include a timetable for: submitting architectural designs quickly and construction of the project in a timely manner once city permitting requirements have been met.</p>	<p><i>Done. This is included in every concession RFP. However, in this RFP this item will be emphasized by listing these requirements at the opening of the Capital Improvements section.</i></p>
<p>The successful bidder may not delay executing his proposed changes in order to build up capital from the ongoing operation of the current range.</p>	<p><i>Done. Proposers will indicate their source(s) of funding as either cash, financing, or combination thereof. However, proposers may plan to use profits from ongoing operations in order to fund on-going refurbishment and upkeep of the facility though the life of the agreement.</i></p>

Recommendation:	Response:
Failure to perform in a timely manner, as determined by the Department of Recreation and Parks or any part of the City government, will result in liquidated damages or, in an extreme case of bad faith on the part of the concessionaire, possibly declaring the contract to be null and void.	<i>Done. The Standard Conditions and Regulations for the Operation of Concessions ("Standard Conditions," an attachment to all concession agreements) allows the City the right to recover damages from the concessionaire if capital improvements are not begun and completed as stipulated; damages may include recovering the entire cost of the improvements.</i>
A marketing strategy for business growth should be included in this proposal	<i>Done. This is included in every concession RFP.</i>
A strategy for maintaining good customer relations should be included.	<i>Done. This is included in every concession RFP. This RFP will require proposers to propose "Specific methods of monitoring customer satisfaction and maintaining excellent customer relations."</i>
In support of his plan, in addition to the above, the bidder must clearly show:	
1. Verifiable financial strength to execute the proposed plan. This may be in the form of cash, banks loans or letters of credit from reputable financial institutions. As long as such financial strength is verifiable, no preference for its precise source will be given.	<i>Done. Financial strength will be a pass/fail item; thus no preference for its source will be afforded to the proposer.</i>
2. A Pro Forma in which expense and income projections can be independently validated as having been based upon industry standards, reasonable market assumptions, rational projections, reasonable expectations and reasonable returns on investment.	<i>Done. This is a requirement in every RFP released since October 2004 (e.g. Griffith Observatory Bookstore RFP). Experts in the relevant industry will review and evaluate the proposers' financial projections.</i>
A sensible and realistic plan for maintenance of such a facility in first-class condition during the entire time of the contract. This would include, but is not limited to:	<i>Done. This is included in every concession RFP.</i>
The general condition and appearance of the range and specific landing areas of the range with at least an estimate of a replacement date for the range turf (e.g. every 5, 7, or 10 years,)	<i>Done.</i>

Recommendation:	Response:
<p>...the condition of the hitting mats and balls including the type/quality of mats and consistent, timely monitoring of ball quality which shall be decided by the Golf Manager and the percentage of excellent, good, and fair quality balls shall be his decision as well.</p>	<p><i>Done.</i></p>
<p>The general appearance of the whole facility will also be the responsibility of the concessionaire.</p>	<p><i>Done. The operator's requirement to maintain the premises under their control is explained in every concession RFP. Additionally, the Standard Conditions states that concessionaires maintain their entire premises, including cleaning, routine repairs and maintenance, etc.</i></p>
<p>The evaluation of the quality of all aspects of the concession shall be made periodically for the entire time of the contract by the Department of Recreation and Parks.</p>	<p><i>Done. The Standard Conditions and the City's Contractor Evaluation Ordinance allows for periodic inspections of all aspects of a concession operation.</i></p>
<p>If corrections/improvements are required, they must be done within a time frame also to be determined by the Department of Recreation and Parks. Failure on the part of the concessionaire to perform as required may also result in monetary penalties.</p>	<p><i>Done. The Standard Conditions addresses this matter under the section entitled "Correction of Conditions Leading to Damage."</i></p>
<p>Specific physical recommendations for the site:</p>	<p style="background-color: #cccccc;"> </p>
<p>Because of serious and recurring problems with flooding particularly during heavy winter rains, the driving range will have to be graded, have a drainage system installed and be covered with artificial turf to allow for quick recovery of use following heavy rains such as those experienced in 2005.</p>	<p><i>Done; the Capital Improvements section states: "Plans for adequate drainage of the range surface must be incorporated into the proposal."</i></p>
<p>There should be target greens of various shapes and sizes at different distances (50-250 yards) installed which should be banked and lighted. At least 3 targets greens should be visible from any one of the hitting stalls.</p>	<p><i>Done.</i></p>
<p>The current configuration of the hitting line may be kept or changed and added to or not, as the bidder may decide.</p>	<p><i>Done.</i></p>
<p>The width of each stall and the size of the barriers between each one seem adequate for safety and ease of use.</p>	<p><i>Done. The RFP states that the tee line "must include tee dividers spaced adequately for safety and ease of use."</i></p>

Recommendation:	Response:
The current larger of the golf shops may be kept the same or changed if the proposer so desires.	<i>While renovation of larger golf shop will be required, only minor improvements (new paint and flooring) will be required, although proposers will have the option to propose more extensive changes if they so choose.</i>
At least 50% of the line(s) of stalls should be roofed,	<i>The RFP will state that "a portion of the stalls must remain shaded," and that "the shade cover may be extended to cover additional stalls." Currently 20 out of 49 stalls are shaded.</i>
have lights for nighttime/early morning usage.	<i>The RFP will state that the tee line must "have adequate lighting for night or early morning usage."</i>
A misting unit or other device for cooling purposes (over the same 50%) should be installed since severe heat is a problem for 5-6 months of the year.	<i>The RFP will include this as a suggested improvement.</i>
The existing chipping area at the East end should be upgraded and a second one built to the West of the path leading from the range line to the secondary golf shop. Either one or the other should include a bunker practice area as well.	<i>These areas will be designated as part of the concessionaire's premises; proposers therefore will be free to propose various uses for these areas.</i>
A ball containment system for the range must be installed which will prevent range balls from being hit into adjacent areas.	<i>The RFP will require proposers to submit, as part of their proposed improvements, "calculations demonstrating that balls will be safely contained within fence line."</i>
The equipment used to service the range such as ball pickers, ball dispensers etc. must be new and kept in good repair.	<i>Done. All concession RFPs, concession agreements, and the Standard Conditions require that the concessionaire keep equipment in good operable condition.</i>
At least one PGA certified professional must be on the premises at least 30 hours a week and should be in charge of whatever other teaching staff is hired. He should also develop and implement programs specifically designed to increase the number of junior golfers and the participation of existing golfers from the surrounding communities.	<i>As indicated earlier, proposers will be instructed to indicate whether pros are "PGA Certified or other verifiable rating," and that at least one of their staff must have this rating or its equivalent.</i>
The existing small golf shop area near the range which will sell ball machine tokens, needs to be completely remodeled and stocked with smaller items for golfers such as balls, tees for both range and course use, gloves, visors, etc.	<i>Done.</i>

Recommendation:	Response:
<p>The larger or main pro shop may also be remodeled if deemed necessary, and stocked with a range of hard and soft goods which are of good -to- high quality merchandise and competitive with local retailers. Simple repair services and the rental of clubs should be offered.</p>	<p><i>Done. The RFP will state that the "Operator must... provide services such as repairs and club rentals."</i></p>
<p>The successful bidder shall cooperate with existing men's, women's and anticipated senior clubs at the courses, city-run junior programs and the golf associations to which they belong.</p>	<p><i>Done. This will be stated in the RFP.</i></p>
<p>Benches should be situated behind the hitting line so that there is a comfortable place for people to wait, watch etc.</p>	<p><i>The RFP will include this as a suggested improvement.</i></p>
<p>At least 2 drinking fountains, one in the middle of each side of the range should be included.</p>	<p><i>The RFP will include this as a suggested improvement.</i></p>
<p><b>RECOMMENDATIONS FOR PAYMENT SCHEDULE TO THE CITY:</b> Payment schedule to the city should be proposed by the bidders dividing the sources of income into 4 general areas: driving range, retail shop operations, revenue from lessons and whatever other sources of income may be proposed.</p>	<p><i>Done.</i></p>
<p>At least three (3) persons from the golf industry should be called in to be part of the evaluation process as was done in the last Sepulveda RFP procedure. One (1) or two (2) members of the Golf Advisory Committee ought to participate in the process in a manner consistent with existing Department policies for the evaluation of Requests for Proposals.</p>	<p><i>Done. Although the RFP will not identify panel members nor their specific qualifications, any evaluation panel assembled for this RFP will be comprised of at least three experts in the field. While the evaluation process is not a public forum, the Department on occasion may select members of the public to form an evaluation panel to evaluate the proposals and recommend an award, on the condition that they sign a Confidentiality and Conflicts of Interest certification; such members may be selected from Advisory Committees, as may be the case in this RFP.</i></p>