

**JEKYLL ISLAND-STATE PARK AUTHORITY
RFP 356**

**Golf Master Plan
Request for Proposal**

**To Include Golf Courses and Related Facilities
JEKYLL ISLAND, GEORGIA**

June 18, 2019

**SECTION 1
INSTRUCTIONS TO PROPOSERS**

1.1 Introduction

The Jekyll Island State Park Authority (the “Authority” or “JIA”) is seeking proposals from qualified firms specializing in master plan development, especially with emphasis in golf course redevelopment, layout, redesign, not limited to course redesign, but all ancillary infrastructure, including the club house, other facilities, practice ranges and greens. The JIA is interested in hearing from firms that have an eye on the future of golf and are visionary in their approach to future use of the golf courses and any proposed reuse of acreage. Proposers are encouraged to consider partnering with firms outside the golf industry with expertise in planning and design of parks or other outdoor recreation spaces to optimize proposals for the reuse of any acreage with the mission and goals of the JIA.

Proposers are invited to propose innovative and efficient solutions, based on golf data and trends, including studies and RFI’s that have been collected by the JIA over the past two years as the beginning of efforts to revitalize golf on Jekyll Island. Data and trends from other outdoor-recreation sectors should be drawn upon if any non-golf outdoor recreational elements are proposed.

Please pay careful attention to all requested items contained in this RFP. Proposers are required to respond to all questions and provide all information requested in the RFP. **Proposals submitted which do not comply in all material respects with the provisions of this RFP will be deemed non-responsive.**

All submitted proposals become the property of the Authority. The price and terms offered by the Proposer shall be firm for acceptance for a period of **90 Days** from the proposal due date of Friday, July 26, 2019.

1.2 Proposal Submission Deadline and Opening

To be considered, proposals must arrive at the offices of the Jekyll Island Authority on or before 5:00 p.m. Eastern Daylight Savings Time,

Friday, July 26, 2019. Proposers are required to submit seven (7) sets of complete documents, all copies to be signed in blue ink by the Proposer's contractually binding authority. Proposal is to be inserted in a sealed envelope and clearly marked on the outside with "RFP 356", the submitting Proposers name, address, and delivered by the date specified to:

**Mr. Spencer Brookman, Director of Golf
Jekyll Island Authority Golf Course
Captain Wyllly Road
Jekyll Island, GA 31527**

Faxed or emailed proposals are not responsive.

It is the sole responsibility of the Proposer to have their proposal delivered to the Authority on or before the deadline and at the location specified above. Proposals delivered after the specified deadline or to a different location, for any reason, are non-responsive, will be returned, and will not be evaluated.

Proposers must submit a complete response to this RFP based on the requirements and format outlined in Section 4. Proposers shall include all supportive documents in their proposal.

The Authority will begin review of the proposals immediately after the submission deadline. During the evaluation period the Authority will review the proposals against the requirements of this RFP and create a short-list of the responsive and most qualified proposals. Any requests for additional information or clarification of the proposals will be directed to the short-listed proposers prior to interviews for preparation of additional responses at the interview. **Interviews with the short-listed proposers will be held during the period of Monday, August 12- Tuesday, August 13, 2019, on Jekyll Island. It is anticipated a recommendation will be presented to the Authority Board at the August 20, 2019 Board meeting.**

1.3 Reserved Rights

The Authority reserves the right to reject any or all proposals, or any portions or items of a proposal, and to waive technical defects or informalities which are not material to the proposal in the Authority's sole discretion and best interest. The Authority reserves the right to obtain clarification of any point in a Proposer's submittal or to obtain additional information during the RFP process. The Authority will proceed with the selection of that proposal which, in its opinion, is responsive to the RFP and is in the best interest of the Authority and the State of Georgia.

The Authority also reserves the right to negotiate changes in the successful proposal afterward. These negotiations may encompass any element of the proposal as well as items identified during the RFP selection and negotiation processes. Based on these negotiations, the Authority may decline to enter into any contract if it is unable to negotiate final terms acceptable to the Authority. In this event, it may declare an impasse

and terminate negotiations with the selected Proposer and begin discussions with the Proposer who was ranked as the next most qualified in the evaluation process.

1.4 Changes or Alterations in Proposals

Changes or modifications to proposals can only occur prior to the deadline for submission and must be done via formal written requests from the Proposer indicating the nature, scope and effect of the modification of their proposal. Oral or email requests for proposal modification will not be considered.

1.5 Proposer Questions and Inquiries

Questions and requests for clarification may be submitted to Spencer Brookman by Monday, July 22, 2019 via email to: sbrookman@jekyllisland.com. Communication with other members of the Authority Board or staff regarding this RFP is strictly prohibited and will result in disqualification of the Proposer.

A summary of the questions received, and the Authority's responses will be posted on the Georgia Procurement Registry, the Authority website and sent via email to those who have requested the RFP. No questions will be accepted after Monday, July 22, 2019. A final summary of questions and responses will be posted and sent no later than Wednesday, July 24, 2019.

1.6 Key Dates for the RFP Process

RFP Issued	06/21/2019
Final Summary of Questions and Responses	07/24/2019
Proposals Due	07/26/2019
Estimated Interviews with Short-Listed Proposers	08/12/2019-08/13/2019
Estimated JIA Board Consideration	08/20/2019

1.7 Site Visits

All site visits must be coordinated with and or directed to:

Spencer Brookman, Director of Golf, the Jekyll Island Authority
Office Phone Number 912-635-2368
sbrookman@jekyllisland.com

1.8 Extension of Proposal Period

This solicitation terminates on the date and time indicated above, unless an addendum is issued by the Authority extending the proposal period.

1.9 Compliance with Glynn County, State of Georgia and Federal Laws and Permit Requirements

The successful Proposer shall comply with all applicable rules, regulations (health, fire and safety), ordinances, laws and permitting requirements of the Authority, Glynn County, State of Georgia, and the relevant federal government now in force or hereafter adopted.

1.10 Licenses, Permits and Taxes

The successful Proposer shall secure, at its expense any licenses and permits applicable to the proposed project.

1.11 Assignment and Subcontracting

The successful Proposer may not sell, subcontract, assign or otherwise transfer its interest in the project without the prior written approval of the Authority.

1.12 Indemnification

By submitting a Proposal, the successful Proposer hereby agrees to indemnify, defend and hold harmless the Authority, the State of Georgia and its departments, agencies and instrumentalities and all of their respective officers, members, employees and directors (hereinafter collectively referred to as the “Indemnitees”) from and against any and all claims, demands, liabilities, losses, costs or expenses, including attorneys’ fees, due to liability to a third party or parties, for any loss due to bodily injury (including death), personal injury, and property damage, including but not limited to intellectual property claims, arising directly or indirectly from the submission of the Proposal hereunder by the Proposer or its agents, employees, associates, subcontractors or others working at the direction of Proposer. This indemnification obligation survives beyond the submission date of the Proposal and the dissolution or, to the extent allowed by law, the bankruptcy of the Proposer. This indemnification applies where the Indemnitees are partially responsible for the situation giving rise to the claim, provided however, that this indemnification does not apply to the extent of the sole negligence of the Indemnitees.

1.13 Right to Protest/Proposal Challenges

a) Proposers to this RFP are required to respond at their own risk and expense. By responding to this RFP, Proposers acknowledge, understand and accept the Authority’s Reserved Rights set forth above.

b) Filing of protest

1. Subject of protest – Any Proposer may file a Protest on any phase of the solicitation, request for proposal, or award process, including but not limited to specifications, solicitation, contract language, evaluation criteria, or award.
2. When a protest is filed, it shall be made in writing to the Executive Director of the Authority and shall be filed in duplicate within 10 days after the

Protestor knew or should have known of the facts giving rise thereto. Provided, however, that Protests concerning specifications, evaluation criteria, or other matters pertaining to the solicitation document shall be filed no later than five days prior to the Proposal Submission Deadline Date. A protest is considered filed when received by the Executive Director at the offices of the Authority. Protests which are not filed in a timely fashion as set forth above shall not be considered.

3. Form of Protest – All envelopes containing protests shall be labeled “PROTEST.” A written protest shall include as a minimum the following:
 - a. The name and address of the Protestor.
 - b. The signature of the Protestor or its representative. The Protestor must be authorized to act on behalf of the Proposer.
 - c. Appropriate identification of the solicitation document, and if a contract has been awarded, its number.
 - d. A statement of reasons for the protest.
 - e. Supporting exhibits, evidence, or documents to substantiate any claims unless not available within the filing time; in which case the expected availability date shall be indicated. If a future expected availability date is given, the Protestor should supplement the Protest when the additional materials become available, and should indicate on the materials submitted that they are “supplemental” and also indicate whether the submission of the materials constitutes the final submission of materials for the Protest (unless requested to submit additional materials by the Executive Director or Authority). Provided, however, that the Executive Director shall not be prohibited from making a decision on a Protest prior to receipt of final Protest materials from the Protestor.
 - f. The form of relief requested.
4. All protests should be mailed to the Executive Director or delivered by hand to the following address:

Executive Director
Jekyll Island Authority
100 James Road
Jekyll Island, GA 31527

c) Stay of Procurement During Protest

When a Protest has been filed in a timely fashion and before an award has been made, the Authority shall make no award of a contract until a final decision has been issued, unless the Authority makes a written determination that the award of the contract without delay is necessary under the circumstances to protect the interests of the Authority.

d) Information on Protests

The Executive Director or the Authority shall, upon written request, make available to any interested party, information submitted that bears on the

substance of the Protest except where such information is permitted or required to be withheld by law or regulation.

e) Decision on Protests

1. The Executive Director shall review all information submitted with the Protest, including any additional information requested from the Protestor, and shall issue a written decision on the protest as expeditiously as possible after receiving all relevant requested information.
2. Available remedies – If the Executive Director determines that the Protest is valid, the Executive Director shall determine the appropriate remedy. Available remedies include but are not limited to the following:
 - Modification of the solicitation document and extension of the solicitation period
 - Cancellation of the solicitation
 - Cancellation of the selection or award of contract

f) Appeal to the Authority

1. If a Protest is denied by the Executive Director or his or her designee, the Protestor may make an appeal to the Authority within 5 days after the denial by the Executive director or his or her designee.
2. No appeal will be considered if the Protestor has not first filed a Protest with the Executive Director and received a decision.
3. An appeal shall contain all information included in the original protest together with the decision of the Executive Director or his or her designee and all other information relevant to the basis for the appeal.
4. The envelope containing an appeal shall be marked “PROTEST APPEAL” and shall be mailed or hand delivered to the following address:

Executive Director
Jekyll Island Authority
100 James Road
Jekyll Island, GA 31527

5. While a Protestor may request a hearing before the Authority for an appeal, it shall be within the discretion of the Authority to determine if a hearing is granted.
6. The Authority shall have 30 days after an appeal is filed or a hearing is held whichever is later to make a decision on a protest appeal. This period may be extended for good cause for a reasonable time not to exceed 30 days, barring extraordinary circumstances justifying a longer extension, including, but not limited to, such events as hurricanes.
7. The Authority’s decision shall be in writing and shall be sent to the Protestor.
8. The decision of the Authority shall be final and no further appeal to the Authority will be allowed.

g) Costs

In no event shall a Protestor be entitled to recover any costs incurred in connection with the protest of a solicitation, including bid or proposal preparation costs, protest preparation costs, or attorney fees.

h) Exclusive Remedy

This Procedure shall be the exclusive method for asserting a claim against the Authority arising out of or relating to any procurement conducted by the Authority.

SECTION 2 PROJECT BACKGROUND

2.1 The Jekyll Island Overview

From our sprawling beaches to our historic ruins, Jekyll Island is a beautiful blend of serenity and discovery. Situated within the chain of the Golden Isles, we're just a few miles from St. Simons Island, Sea Island and Brunswick. As a State Park, Jekyll Island is a coastal haven where nature and humans peacefully co-exist.

From the moment you see our turtle crossing signs, you'll know you've arrived somewhere special. A canopy of live oaks will draw you in. Stories of lavish lawn parties will pique your curiosity. Driftwood skeletons will forever be etched in your memory. Whether it's through an ancient maritime forest or along our newly updated oceanfront promenade, every path leads to a unique experience you'll only find here.

From the early Native Americans to guests from around the world, the story of our island has been captivating the imaginations of explorers for generations. In 1733, General James Oglethorpe named Jekyll island in honor of Sir Joseph Jekyll, his friend and financier from England. In the late 1800s, Jekyll island became an exclusive hunting club for families with names like Rockefeller, Morgan, Vanderbilt, Pulitzer, and Baker. The once private retreat is now part of *The Jekyll Island Club National Historic Landmark District*, one of the largest preservation projects in the southeast.

In 1947, the Governor and the Georgia state legislature established Jekyll Island as a State Park. Today, the island is a special sanctuary for each of us and the Jekyll Island Authority is proud to protect, preserve, and share our island's history...

In 1898, members of the Jekyll Island Club created the island's first golf course. Our island has been a heralded golf destination ever since, attracting such acclaimed designers as Donald Ross, Walter Travis and Joe Lee – as well as players from around the world. Jekyll Island became a testing ground for the future of golf. In 1924, the

USGA tested new steel clubs in favor of original hickory shafts and ball size & density tests were conducted, all of which changed the game of golf forever.

Currently, JIA maintains and operates a public golf complex known as the Jekyll Island Golf Club (JIGC), which consists of a four-course, 63-hole golf facility that includes the Pines Lakes, Oleander and Indian Mound 18-hole golf courses, plus an historic 9-hole, Great Dunes Walter J. Travis Society Course. In total the course occupies approximately 480 acres.

Due to an aging facility, decline in activity, and continued operation at a significant deficit, JIA retained the services of the National Golf Foundation Consulting, Inc. (“NGF”) to assist in evaluating the operational and economic performance of the Jekyll Island GC. NGF conducted a thorough review of the Jekyll Island GC, including but not limited to its physical condition, capital needs and operational management, and issued its findings in a report entitled “Jekyll Island Golf Club – Assessment and Recommendations for Jekyll Island Authority Golf Program” (“NGF Assessment”). A copy of the report can be found at <http://www.jekyllisland.com/jekyll-island-authority/jekyll-island-authority-golf-program/>.

Based on the NGF Assessment, JIA engaged in a series of discussions regarding how best to improve the physical condition of the golf courses/facilities and its operational approach in order to increase interest and activity in the Jekyll Island GC thereby resulting in enhanced economic performance. In an effort to gain further knowledge, JIA issued a Request for Information #240 (RFI) to gather information to aid JIA in its consideration of available resources, methods, or conditions under which Respondents may be interested in assisting JIA achieve its goal of improving the Jekyll Island GC.

There were 22 responses to RFI #240; a JIA staff summary of all responses and issues identified during the RFI process is attached as addendum to this document. In addition to public input sessions, the JIA Board has conducted public working group meetings regarding the future of JIA golf.

2.2 Overall Golf Goals and Objectives:

It is the intent and expectation of JIA to continue to provide for its guests, residents, and members a well-maintained public golf facility with a customer service level commensurate with the best public golf courses. At present, no decisions have been made with respect to the future operation, maintenance, and/or configuration of the Jekyll Island GC. However, JIA is prepared to examine a wide range of strategies and opportunities for the future improvement of the Jekyll Island GC. As such, JIA has identified the following critical goals of interest when considering improvements to the Jekyll Island GC:

- A desire to continue providing high-quality, well-maintained public golf facilities with competitive fees and excellent customer service;
- Elimination or reduction of future JIA general fund subsidies for golf course operations;
- Incorporation of the economic, environmental, and social factors that determine sustainability of the courses;
- Controlling costs to mitigate future daily rate increases for play;
- Protection of the sensitive environments in and around each golf course;
- Ensure that golf course assets are properly maintained;
- Efficient golf course management practices;
- Highly effective customer communication and marketing initiatives aimed at increasing daily play from residents, members, and/or group and leisure travelers;
- Consider how to address overall decline of interest in the sport of golf such as educational opportunities, shortened or modified formats, inclusivity, and affordability;
- Bring into ideas for improvement as well as possible marketing and communication initiatives;
- Improvement of the clubhouse experience, including food & beverage and pro shop operations; and
- Strategic plan to addresses future capital improvements and funding requirements.
- In accordance with USGA guidelines, future maintenance plans with costs estimates should be assessed and recommended. A timeline for improvements and maintenance, including intervals and standards should be included.
- Willingness to explore alternatives for physical reconfiguration of Jekyll’s golf courses.
- Preparedness to consider alternative land use scenarios for any acreage projected as surplus for future efficient golf operations, consistent with JIAs mission, vision, and goals as stewards of public land.
- Possibility that any plan proposed would address the likelihood that enhanced golf operations would be the result of the proposed development scenario.

3.0 Golf Master Plan Development – Scope of Services

The Jekyll Island Golf Master Plan should serve as the blue print for the future of golf on Jekyll Island. In addition to the NGF Assessment and RFI information referenced in this RFP, the Jekyll Island Golf Master Plan should consider the latest additional national golf trends. According to

Pellucid Corporation, a golf industry information provider, 2000 golf courses were closed in the United States between 2006 and 2018. Of note, Jekyll Island golf rounds and budget information should be a part of this assessment process. The latest Jekyll Island golf information is attached as an addendum to this RFP. Assumptions and guidance recommendations made as part of this Master Planning process must be supported by data and trends. Detailed recommendations regarding the future of golf, including number of holes, recommended course layouts, maintenance facilities, and guests experience amenities should be a part of this effort.

The Master Plan process and recommendations should NOT exclude or restrict creative and innovate land use plan ideas for any acreage that may be deemed as excess for successful golf operations on Jekyll Island. JIA Board members have shown a readiness to completely examine all land use options. These may include, but not be limited to additional conservation areas, diversified outdoor recreation and educational amenities, public event or community gathering space, golf lodging, assisted living/progressive care facilities, and use of excess acreage for dredge spoil disposal.

Additional items to be addressed in the Golf Master Plan include:

- Planning horizons for 3, 5, 10 and 20+ years. These improvement steps will outline conditions and future improvement scenarios to maximize the potential for golf on Jekyll Island.
- Any course and infrastructure issues/improvements or recommendation identified as part of this planning process must include costs estimates for both initial investments and ongoing maintenance.
- Flooding/drainage challenges associated with the Jekyll Island courses must be reviewed and included within the Master Plan process, accounting for the increasing trend in coastal flooding impacts and sea-level rise.
- Ways for improving efficiency and improved cost-effective purchases, services, or facilities should be noted.
- Recommendations for achieving any needed capital improvements should be included.
- Any third party or outsourcing recommendations should be cautiously assessed.
- The Master Plan should include maps, plats, charts and or descriptive explanatory or other related matter that will highlight recommendations for any physical changes and recommendations to the JIA golf courses.
- Special consideration should be given to environmentally sensitive areas, including conservation areas, particularly wetlands. An

awareness of Developed vs. Undeveloped Classifications of Land associated with the JIGC is essential.

- The development of this Golf Master Plan should take into consideration transportation issues, public safety, good facility designs – whether for renovations or new construction.
- Marketing strategies and opportunities should be part of the overall Master Plan.

3.1 Public Involvement

The successful proposer should include adequate presentations/input opportunities for the Jekyll Island Authority Board as well as the public. The public has been involved in the overall golf assessment on Jekyll Island, and the public will continue to have a significant interest in any proposed changes affecting golf on Jekyll Island.

SECTION 4 PROPOSAL FORMAT

4.1 To be considered responsive, the proposal must respond to all requirements of this portion of the RFP. Any other information you believe to be relevant, but not covered in this section should be submitted as an appendix to your proposal. Please include sections in your proposal which correspond to the following major categories.

The proposal must include the following items:

4.2 Cover Letter

Please include in your cover letter a summary of your firm, key members of your team, who will be the principal contact/project director from your firm, the name of the person authorized to negotiate on behalf of your team, and contact information for that individual, including email address.

4.3 Statement of Project Understanding

Briefly describe the concept and scope of your proposed Master Plan and explain why your proposal is the best approach.

4.4 Other Proposal Deliverables

In this section of your response please include information in the following subsections:

- a) **General Background and Experience:** Describe the background, history, and core competencies of your company as they relate to this project.

- b) **Relevant Projects:** Describe three recent projects in detail which highlight similar experience. Please include in your description/profiles information on:
- (i) Project name and location
 - (ii) Start date and completion date
 - (iii) Project scope
 - (iv) Project costs including design, permitting, and construction costs.
 - (v) The role of your firm in the project – Lead or subcontractor.
 - (vi) Design renderings and photos of completed project components
 - (vii) Contact information for project references who can speak knowledgeably about your involvement
- c) **Resumes of Key Principals:** Please include resumes of the key personnel of the firm who will be leading and involved in the project. If any subcontractors are specifically identified in the proposal include the names of these companies and the resumes of key principles.
- d) **Schedule:** A detailed schedule that outlines the proposed project timeline from contract initiation through project completion.
- e) **Budgeting:** Proposals responsive to this request should submit the budget that is required to complete the proposed scope of work.

4.5 Substantive Nature of Proposals

Proposals which do not provide substantive information or are incomplete will be considered non-responsive. Proposals will be deemed as non-responsive which are general in nature or do not incorporate the terms and requirements outlined in this RFP.

4.6 Evaluation and Selection Process

The Authority will form an evaluation team to initially review and evaluate the submitted proposals. Based on this review, the proposals will first be evaluated as either “responsive” or “non-responsive”. Proposals determined to be non-responsive may be eliminated from further consideration at this point. The proposals will then be evaluated for content, and ranked in accordance with their merits. The evaluation team may recommend interviews with up to five (5) finalists. Those proposals not achieving finalist status will be eliminated from further consideration.

The evaluation team may interview selected Proposers to clarify specific matters presented in their proposals, and as part of this process may request the submittal of additional information clarifying the issues discussed. The evaluation team will use the information gained during these discussions, along with information presented in the proposals, to rank the proposals. The following factors will, at a minimum, be considered during the evaluation process.

- a) The qualifications of the firm including a demonstrated solid track record in developing master plans for golf and/or other public outdoor facilities.
- b) The quality and completeness of the proposal package.
- c) Demonstrated understanding of Jekyll Island and the importance of the Golf Master Plan project to the future overall success of Jekyll Island.
- d) Understanding of the Jekyll Island Authorities Mission, Vision, Goals, and Responsibilities.
- e) Proven writing, report preparation, and public engagement skills.
- f) Creativity in rethinking the status quo to improve Jekyll Island's golf offerings while identifying additional opportunities to add public and environmental value.

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