

January 28, 2015

***City of Hollywood, Florida  
Procurement Services Division  
And  
Parks and Recreation  
Hollywood Country Club and Eco Grande Golf Course***

***RFP-4442-15-IS***

Submitted by:  
Down To Earth Golf, LLC  
PO Box 738  
Tangerine, FL 32777  
352-385-7227

Contact Person: Tony Huerta  
monty@down2earthinc.com





January 28, 2015

Procurement Services Division  
City Of Hollywood, City Hall  
City Clerk Office, Room 221  
2600 Hollywood Boulevard, FL 33020

Re: Letter of Transmittal  
RFP-4442-15-IS  
Complete Operations  
Hollywood Beach Country Club and Eco Grande Golf Course

Procurement Services Division.

Down to Earth Golf is excited to collaborate with Spirit Golf and submit the following proposal for the Management, Operations and Maintenance at Hollywood Beach Country Club and Eco Grande Golf Course. We have read the RFP and understand and acknowledge all of the terms and conditions.

We feel that together we are best qualified to fulfill the goals of the City of Hollywood for Hollywood Beach Country Club and Eco Grande Golf Course. We are committed to improving the quality of your assets and create a revenue stream for the City of Hollywood. Down to Earth Golf and Spirit Golf Management believe that quality turf surfaces drive the golf industry. Facilities with good playing conditions at a fair price have seen success in these difficult economic conditions. In addition, Spirit Golf is nationally recognized and respected for the impact they generate. To accent their golf operations expertise, Spirit Golf's strategy is to help clients grow their business by creating the right blend of services, programs and activities through community awareness with an approach that focuses on your facilities' unique positions in the market.

Together, we are uniquely qualified in golf course management and turf maintenance and will improve all aspects of the golfing experience at Hollywood Beach Country Club and Eco Grande. Our Turf Management experts have toured the facilities and can quickly improve turf quality and playing conditions to levels that exceed the expectations of patrons and bring new golfers to both facilities.

Down To Earth Golf is confident in our ability to dramatically improve the playing conditions, combined with Spirit Golf's marketing strategies and dedication to outstanding service, we feel this will lead to an increase in play and revenue.

After you have read our proposal, we would like the opportunity to share our vision with the City of Hollywood. We are sincere with our partnership and both entities have a track record of improving the quality of the assets of our clients. Down to Earth Golf and Spirit Golf pledge that we will together create a first class municipal golf experience in the City of Hollywood.

Respectfully,

Tony Huerta,  
President  
Down To Earth Golf





## **Down To Earth - Golf Summary**

Down To Earth acquired its first golf course maintenance contract in 2008 and it has become the company's fastest growing division. Today, Down To Earth's Golf Division has over 150 team members that operate golf courses from coast to coast throughout the entire state of Florida, maintaining 11 golf facilities totaling 306 holes.

DTE approaches golf maintenance with the same business strategy and principles that has made it a success since 1989: surround yourself with personnel that care and offer a service and product that demonstrates that to the client. DTE strives to build long term relationships with its clients by exemplifying its value through its work performance.

Down To Earth offers golf course services that include: golf course maintenance and renovation, total turf maintenance, aerification and verticutting, golf management, athletic field maintenance and renovation, irrigation maintenance and installation, integrated pest management, fertilization, tree trimming, as well as seasonal floral programs.

On staff, we have a state licensed general contractor, a GCSAA Class A Member chief agronomist, state certified fertilizer and pest control operators, irrigation designers/installers and Class A PGA Professionals. Our expert staff shares innovative ideas that allow any issues to be addressed proactively and with total confidence. Down To Earth Golf has been approached by a number of GCSAA Class A Members to join our team.

We also pride ourselves on our relationships with our vendors. They are among the most reputable in the industry and we have long standing relationships with them. They share our passion for providing the best product and service in the golf industry. We have provided contact information for our vendors as well. Please contact them to get an idea of how Down To Earth handles its responsibilities. Down To Earth believes that good customer service is also tied to being a good customer.

To understand why Down To Earth has never lost a golf client, we ask that you call any or all of our facilities. In all situations, we have dramatically improved the conditions of each course, increasing rounds during this difficult economic time. By providing facilities with better golf course conditions, facilities are able to maintain rate integrity allowing for increased revenues. Down To Earth will provide the best conditions possible for Okechee Golf Course, Park Ridge Golf Course, Osprey Point Golf Course, and John Prince Park Golf Learning Center, giving all marketing avenues a strong base to promote.

Again, please call any and all of the facilities that are a member of the Down To Earth Golf family to hear their success. You can be confident that Down To Earth Golf will put the same effort and attention into the Palm Beach County properties as we do at all of our other facilities. We would be honored to have Palm Beach County as our next reference.





## **Golf References and Current Golf Contracts**

### ***Mystic Dunes Resort & Golf Club (18 Hole Facility)***

#### ***Mystic Dunes Golf Club - Championship Course – 18 holes***

January 2012 – Present (2+ Years)

Resort – Public Facility in Kissimmee, FL

Contact – Nick Dunleavy – 407-928-2100

Superintendent - Joey Bruce

Down To Earth began maintenance at Mystic Dunes Golf Club in January 2012. The maintenance of the course was previously being outsourced to IGM (International Golf Maintenance) and there were several issues that needed to be addressed immediately, ranging from nematode damage to mole crickets to bare greens. The overall aesthetics of the course was also a concern. Down To Earth Golf took the initiative of having two additional crews onsite during the first month for general cleanup and landscape enhancements. Through this desire to have an immediate impact, DTE made an instant impact on the course's playability and aesthetic appearance. Exceptional maintenance of the course, coupled with eye catching landscape, has created the idyllic combination that Mystic Dunes needed in order to become a premier course in Central Florida. Mystic Dunes Golf Club now boasts a 4½ Star rating on *Golf Digest Best Places to Play* list.

### ***Mallory Hill Championship Golf Club (27 Hole Facility)***

#### ***Virginia Course – Championship Course – 9 holes***

#### ***Carolina Course – Championship Course – 9 holes***

#### ***Amelia Course – Championship Course – 9 holes***

May 2012 - Present (2+ Years)

Public Facility in The Villages, FL

Contact – Todd Basso - 352-753-3396

Superintendent - Tony Brown

The Villages expressed their utmost respect in January 2012 when Down To Earth Golf was awarded the golf maintenance responsibilities of the 27-hole championship course, Mallory Hill. The maintenance of the course was previously being outsourced to OneSource when Down To Earth Golf acquired the contract for Mallory Hill. There were several poor maintenance practices from the prior outsourced company that needed to be corrected. The Mallory Hill Golf Maintenance Team had their work cut out for them, but they were able to successfully bring the course back to The Villages' high expectations. Down To Earth's 'Golf Detail Crew,' an additional crew that travels to each course on a rotating schedule, helped get the course in tip-top shape. Today, the course is in great playing conditions and we look forward to continuing to build our relationship with The Villages by exemplifying our value through our work.





### ***The Plantation at Leesburg (36 Hole Facility)***

***Crane's Roost Course – Championship Course - 18 holes***

***Otter Creek Course – Championship Course - 18 holes***

March 2011 – Present (3+ years)

All Operations Management – February 2014 - Present

Semi-Private Facility in Leesburg, FL

Contact – Bruce McBride – 352-314-6994

Superintendent - Ron Palsgrove

Head Golf Professional – Nick Slattey

The Plantation at Leesburg was Down to Earth Golf's first management property. The Plantation at Leesburg maintenance was being outsourced to ValleyCrest Golf Maintenance and was in serious distress. When Down To Earth was contracted, the courses required immediate attention in order to be playable again. There were several greens that the General Manager believed were unsalvageable and, due to limited funds, the ownership chose not to resod or resprig these greens. However, through our greens grow-in practices, we were able to rejuvenate and successfully bring them back to playable conditions and up to DTE standards. Our success at The Plantation at Leesburg led the ownership to ask Down to Earth Golf to manage all aspects of the operations.

Down to Earth transitioned smoothly with a large majority of the current staff being on the previous golf shop and cart staff. We focused on changing the culture, creating a more inviting golf shop and a better overall golf experience. As the course conditions were already the best in the area, Down to Earth focused its marketing on increasing rounds and memberships. Despite other courses' difficulties with maintaining rounds and revenue, The Plantation at Leesburg has seen an increase in revenue, rounds and memberships. We continuously receive appreciative letters from players of the courses and the increase in rounds and revenue are a tribute to unique combination of maintenance, marketing and management practices.

### ***Arlington Ridge Golf Course (18 Hole Facility)***

November 2014 - Present

Public Course in Leesburg, FL

Contact – Robbie Salzman - 863-559-4203

Superintendent – Ron Palsgrove

Certified Audubon Cooperative Sanctuary Program Golf Course

In another example of the Down To Earth business plan in action, Arlington Ridge Golf Course, which abuts Plantation at Leesburg, came to us. After consistently hearing of the outstanding conditions at the 36 holes at Plantation of Leesburg, the ownership contacted Down To Earth. By retaining a large portion of the maintenance staff, Down To Earth was able to transition quickly and incorporate the needs at Arlington Ridge with our policies and procedures. Down To Earth continues to be the maintenance company of choice when owners compare.





***Duval Executive Golf Facility (18 Hole Facility)***

*Truman Course – Executive Course – 9 holes*

*Roosevelt Course – Executive Course – 9 holes*

***Double Palms Executive Golf Facility (18 Hole Facility)***

*Turtle Mound – Executive Course – 9 holes*

*Sand Hill Course – Executive Course – 9 holes*

***Sarasota Golf Practice Center***

June 2008 – Present (4+ Years)

The Villages, FL

Public Facility

Contact – Eric Greulach – 352-753-3396

Superintendent - Matt Barrow

These courses and the golf practice facility were our first golf contracts and transitioned Down To Earth from a full service landscape & irrigation company to include a golf maintenance division. DTE approached golf maintenance with the same business strategy and principles that had made it successful since 1989: surround yourself with personnel that care and offer a service & product that demonstrate that to the client. Conditions of the courses were poor initially, but DTE was able to restore the courses back to The Villages standards. Over the past six years, Down to Earth Golf has been able to prove our commitment to excellence in golf maintenance. As stated earlier, Down to Earth still maintains all of the golf facilities that we have ever undertaken. Our dedication to excellence is the reason that Down to Earth has increased the number of holes maintained in The Villages from the initial 36 at this property to its current number of 198.

***Orange Blossom Hills Golf & Country Club (18 Hole Facility)***

*Citrus Grove Course - Championship Course – 9 holes*

*Citrus Hill Course - Championship Course – 9 holes*

October 2013 - Present

Public Facility in The Villages, FL

Contact - John Vierra – 352-250-8004

Superintendent – Bob Wekenman

Down To Earth was awarded the contract for Orange Blossom Hills Country Club in October, 2013. It is the oldest of the championship courses in The Villages. As such, The Villages determined that Orange Blossom Hills needed renovation. Down To Earth was brought in to oversee the renovations that started in the Spring of 2014. The irrigation system was upgraded for greater water efficiency, renovation of all greens and bunkers, new tee boxes and leveling a few of the old tee boxes, and other projects such as tree and cart path work were completed. With Down To Earth's synergies, The Villages was able to accomplish these renovations in a more efficient and cost effective manner.





### ***Eagles Golf Club (36 Hole Facility)***

***The Forest Course – Championship Course – 18 holes***

***The Lakes Course – Championship Course – 18 holes***

September 2012 - Present

Odessa, FL

Semi-Private Facility

Contact – John Russell - 813-920-6681

Superintendent - Drew Kisner

Down To Earth acquired Eagles Golf Club in September 2012. The acquisition of this course is the perfect representation of what DTE strives to accomplish as a business: acquire new clients through referrals from satisfied customers. One of the owners of Eagles Golf Club lived in The Plantation at Leesburg and was very impressed with the turnaround of the maintenance on that course. They contacted us in the beginning of September 2012 and we began maintaining Eagles Golf Club a few weeks later. Within a short period of time, Down to Earth has made drastic strides towards developing the course into one of the more prestigious courses in the Odessa, FL area. Upon taking over this course, we provided a complete renovation of the clubhouse, greens renovations, renovation of the bunkers on The Forest course and a tailored maintenance program. Our efforts were rewarded by a top five ranking at Eagles Club by Golf Advisor on December 8, 2014. This course is a perfect example of DTE's ability to provide our clients a complete package which includes golf course maintenance, renovation, and design.

### ***Linsey Lane Executive Golf Facility (45 Hole Facility)***

***Mira Mesa Course – Executive Course – 9 holes***

***Chula Vista Course – Executive Course – 9 holes***

***De La Vista Course – Executive Course – 9 holes***

***Hill Top Course – Executive Course – 9 holes***

***Silver Lake Course – Executive Course – 9 holes***

October 2013 - Present

The Villages, FL

Contact – Kim Lee – 757-364-4275

Superintendent – Dave Mawson

Down To Earth took over the Lindsey Lane Executive Golf Facility contracts on October 1, 2013. Lindsey Lane consists of 45 holes of executive golf. The five courses are: Silver Lake, Hilltop, Mira Mesa, Chula Vista, and De La Vista. Silver Lake was the first executive golf course ever built in The Villages and Hilltop lives up to its name since it is one of the most elevated areas in The Villages. This project is a good example of the versatility of Down to Earth. Prior to Down To Earth taking over the contracts, many of the proper cultural practices had not been done for years. We immediately made an impact on all of these courses by placing emphasis on the many details that had not received attention for years. Down To Earth continues to put in place the proper maintenance practices and strives to be the best.





***Hacienda Hills Golf & Country Club (27 Hole Facility)***

***The Palms Course – Championship Course – 9 holes***

***The Lakes Course – Championship Course – 9 holes***

***The Oaks Course – Championship Course – 9 holes***

November 2014 - Present

The Villages, FL

Contact - Todd Basso - 352-753-3396

Superintendent – Ben Leib

***Tierra Del Sol Golf & Country Club (18 Hole Facility)***

***Ponce De Leon Course – Championship Course – 9 holes***

***Hernando De Soto Course – Championship Course – 9 holes***

November 2014 - Present

The Villages, FL

Contact - Todd Basso - 352-753-3396

Superintendent – Robert Ethridge

***Palmer Legends Country Club (27 Hole Facility)***

***Riley Grove Course – Championship Course – 9 holes***

***Cherry Hill Course – Championship Course – 9 holes***

***Laurel Valley Course – Championship Course – 9 holes***

November 2014 - Present

The Villages, FL

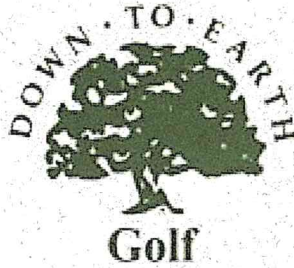
Contact - Todd Basso - 352-753-3396

Superintendent – Travis Anderson

Certified Silver Audubon Signature Sanctuary Golf Course

Down to Earth was gifted Hacienda Hills Golf & Country Club, Tierra Del Sol Golf & Country Club and The Villages signature facility, Palmer Legends County Club. These courses were turned over to Down To Earth without a bid process due to the outstanding work that we have exhibited throughout the years. With the addition of these three championship courses, Down To Earth now maintains more holes in The Villages than any other maintenance company.





## **Golf Course Maintenance Proposal**

Attn: **City of Hollywood**  
**Procurement Services Division**  
City Clerk Office  
Submitted By: **Down To Earth Golf, LLC.**  
President: **Tony Huerta**

### **Palmer Legends Golf & Country Club.**

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#### **Golf Maintenance Summary**

<b>General Course Maintenance</b>		<b>\$955,015.00</b>	<b>Annually</b>
<b>Hollywood Beach CC</b>	<b>Total Annually</b>	<b>\$700,000.00</b>	<b>Annually</b>
<b>Eco Grande GC</b>	<b>Total Annually</b>	<b>\$255,015.00</b>	<b>Annually</b>

**All Inclusive with new equipment package**





*Spirit Golf Management*  
4 Ardsley Rd, Yardley PA 19067  
732-312-2924  
[www.spiritgolf.net](http://www.spiritgolf.net)

## **“Growing the Game of Golf..... One Club at a Time”**

Leaders in the area of growth of the game, our executives and PGA Professionals provide golf management, consulting, leasing and profit sharing options that best meet our client’s needs and wishes. We are experts in providing strategic direction and implementing operational and financial strategies that are designed to drive new revenue opportunities to help our clients and partners achieve both financial and personal goals for their golf business.

***Our Vision*** - To help our clients grow their business by creating the right blend of services, programs and activities through community awareness with an approach that focuses on their facilities unique position in the market.

***Our Mission*** - Spirit Golf’s mission is to establish a relationship with our clients, customers and employees that allow each to enjoy the benefits of our services by providing the highest level of dedication and follow through needed to ensure the profitability and overall success of the golf facility.

### **Summary of Commitment**

Spirit Golf has the experience and expertise to exceed expectations at every facet of golf course management and operations. By partnering with Spirit Golf, the City will have management services to professionally and safely operate the golf course, improve financial performance and elevate the customer experience.

Throughout the term, the City could benefit from the vast experiences found within the entire Spirit Golf team, plus have individual, hands on attention from a local executive representative.

Our commitment is to leverage our mission, and perhaps our greatest strength, to maximize growth in participation and business at Hollywood Beach Golf Resort (HBGR) and Eco Golf Club (EGC).



## Goals

Spirit Golf envisions working with the City to establish HBGC and EGC as a model facilities that drive revenues and operational efficiencies.

Our immediate goal is to leverage Spirit Golf's industry leading expertise to strategically generate participation, business and increased revenues.

Through this campaign, Spirit Golf will enhance overall Community Relations resulting in a heightened perception and relevance of HBGC and EGC among City leaders and the community at large.

## History of Spirit Golf

While Spirit Golf was established in 2008, our vast experience managing golf operations spans over the past 20 years. Spirit Golf has been successful in achieving goals of sustained growth by adding 1 new course a year, as we have contracted with 6 different facilities. Each of these facilities has presented a different set of challenges that we have been able to meet and work to help improve the overall atmosphere, capital reinvestment, level of service, programing and outreach.

**We are experienced in successfully managing all aspects of the golf business, including:**

- A. Public Golf
- B. Municipal Operations
- C. Residential Projects
- D. Membership Sales
- E. Marketing
- F. Player Development – Strategic Growth
- G. Food and Beverage
- H. Agronomy
- I. Finance
- J. Accounting
- K. Tournaments
- L. Clubhouse Services
- M. Equipment Fleet Management



## Spirit Golf Management Golf Course Clients & References

### **Makefield Highlands Golf Club, Yardley, PA**

- Contact: Terry Fedorchak, Town Manager 267-274-1100
- 18 Hole – Municipal golf course
- Full Management Services agreement with Spirit Golf
- Key Performance Metrics:
  - 44,000 rounds annually
  - \$2.6 million in golf revenue and food and beverage revenue
  - Developed pre-paid golf that contributes over \$100,000 in revenue
  - Spirit Golf Academy has produced \$100,000 + in additional revenue
  - Creative use of range, short rounds and family tees has led to over \$60,000 in revenue during off-peak hours and increased range usage
  - Makefield Highlands was named “2014 Golf Club of the Year” by the Pennsylvania Golf Course Owners Association

### **Greencastle Golf Club, Greencastle, PA**

- Contact: Robin Disque, Vice President 301-694-4600
- 18 Hole – Public golf course (privately owned)
- Full Management Services agreement with Spirit Golf
- Key Performance Metrics:
  - \$665,000 in golf and food & beverage revenues
  - Reduced overhead expenses from year to year by over \$300,000 while maintaining excellent course conditions

### **Stonybrook Golf Course, Hopewell, NJ**

- Contact: John Zuccarelli, Owner 561-262-3321
- 18 Hole – Executive Golf Course and Affiliate of The First Tee
- Full Management Services agreement with Spirit Golf
- Key Performance Metrics:
  - \$330,000 in total revenues, including \$25,000 from Spirit Golf Academy
  - Improved net income by over \$100,000 in first year of operation

### **Five Ponds Golf Club, Warminster, PA**

- Contact: Leo Quinn 215-478-2228
- 18 Hole – Municipal golf course
- Initial agreement was for Consultant and Golf Professional Services; on October 1<sup>st</sup> this role was expanded to include golf course maintenance, plus the city is considering the option for Spirit Golf to assume Full Management Services in 2015

### **Mill Race Resort, Benton, PA**

- Contact: Rick Williams, President 570-925-2040
- 18 Hole – Public golf course (privately owned)
- Current agreement is for Consultant and Golf Professional Services, plus on track for Spirit Golf to assume Full Management Services in 2015



**The First Tee of Monmouth and Ocean Counties, *JR Smith Learning Center*, Lakewood, NJ**

- Contact: Bob Hodnett, Executive Director 732-759-2170
- 3 Hole (all par 3's) - One-of-a-kind learning center
- Contracted to provide all maintenance, instruction, development, budgeting and funding

**Spirit Golf Management Previous Clients**

**Eagle Ridge Golf Club, Lakewood, NJ**

- Contact: Doug Earle 732-350-1600 ext. 4
- 27 Hole - Semi-private club
- Full Management Services agreement with Spirit Golf (expired in 2012 due to Spirit Golf leading a transition and training the owner's son-in-law to assume management)
- Key Performance Metrics:
  - 38,000 rounds annually
  - \$5.6 million in golf revenue and food and beverage revenue
  - Established an award winning Golf Academy that was recognized by the PGA as one of the Top-3 most active *Get Golf Ready* facilities in the country
  - Golf Academy programs led to over \$200,000 in increased revenue from memberships, rounds of golf, social golf events and classes



## Golf Operations Management Services

Spirit Golf is experienced and extremely qualified to provide complete, full service management over the entire operations - golf shop, golf carts, range, instruction, food & beverage and grounds maintenance. However, for this proposal to the City of Hollywood, our management strategy would be:

*Grounds Maintenance*  
*Golf Course / General Operations*  
*Food & Beverage*  
*Hotel Operations*

*Down To Earth*  
*Spirit Golf*  
*Sub Contract (similar to current situation)*  
*Sub Contract*

Collectively, Down To Earth and Spirit Golf would employ a full-time General Manager responsible for all activities at both courses, to include overseeing and collaborating with the subcontractors.

The City, HBGC and EGC will benefit from Spirit Golf's wide array of expertise and experiences. With the full service contract, the City and HBGC and EGC will be provided with the on-site leader from Spirit Golf Manager as well as ongoing collaboration with the entire Spirit Golf Executive team.

Elements to a full service management agreement would include:

- Complete turn-key approach to management of HBGC and EGC
- Golf Operations staffing with on-going assistance from our executive team
- Oversee all departments, providing a full service management agreement
- Develop strategic and operational recommendations
- Report to City leaders and HBGC AND EGC management

Spirit Golf would be leveraging our expertise and resources to assume leadership and management over the following areas:

Annual Business Plans	Budgeting	Long Range Plans
Forecasting	Operational Costs	Golf Cart Fleet Management
Golf Shop Operations	Food & Beverage Services	Customer Service
Merchandising	Overall Staff	Monitoring Play
Pricing	Safety & Security	Environmental Practices

Projected Staffing Model	HGCR	EG
General Manager / Head Prof	1 - Shared	
PGA Head Prof/Teacher		1
Asst. / Teaching Professional	1	
Administration / Bookkeeper	1 - Shared	
Clerks / Pro Shop	3 - 4	2
Outside Services (1 Manager)	4 - 6	2 - 3
Rangers / Starters	4 - 6	2 - 3



As an initial priority and ongoing commitment, Spirit Golf will provide comprehensive operational analysis and strategic focus on increasing revenues.

#### Areas of Focus

1. Operations (Golf shop, Carts, Instruction, Hotel, F & B, course maintenance)
2. Marketing
3. Facility Utilization and Yield Management
4. Current Programming, Events & Profitability
5. Overall Golf & Customer Experience
6. Current Customer Base
7. Community Based Opportunities
8. Leadership Collaboration & Planning (Annual and Long Term)

The goal would be to provide the City with leadership and direction:

- ✓ Help HBGC and EGC achieve maximum success
- ✓ Make golf as strong of a community recreation as possible
- ✓ Make golf more fun and relevant for HBGC/EGC customers and the entire community
- ✓ Make HBGC and EGC respected as the best places to play and enjoy golf throughout the community

#### EVALUATION PROCESS

An executive from the Spirit Golf Management team would be on-site to conduct the comprehensive analysis and provide ongoing support with additional team members. Spirit's team approach affords HBGR and EGC with an experienced team of industry professionals who can provide a complete approach to analysis and recommendations for the facility.

#### Regular Action Steps

- **Meet with the leaders and staff** to help define and develop a clear understanding of goals, objectives, operations, issues, various perspectives, etc.
- **Review historical records**, participation trends, policies, memberships, tee sheets, programs, risk management, capital expenditures, etc.
- **Observe golf course operations** to include staff interactions, procedures, customer service, events, program implementation, instruction, maintenance, hotel, food and beverage operations and.
- **Review and analyze current marketing** efforts to get an understanding of what promotions are advertising vehicles are working and which to adjust or eliminate.
- **Interact with members, customers** and guest to gauge their perspective on Indian Hills and the Treasure Coast golf market.
- **Develop a S.W.O.T. analysis and competitive analysis** of HBGR, EGC and the Hollywood/Broward County golf market to help in redefining the overall direction and needs in the market.
- **Visit local communities** as part of the analysis to better understand the local residents' perspective on the benefits of the golf courses in the community.
- **Provide a written Action Plan** based on the information that we have gathered and reviewed with leadership and staff to include pricing, programming, marketing, securing outings, customer service, agronomic and food and beverage procedures.



## Operations Role

Spirit Golf would be dedicated to providing hands-on leadership and day-to-day delivery over strategic efforts to generate participation, business and increased revenues, as well as extensive community integration and outreach. Specific duties to include:

- PGA Head Professional Services
  - Direct supervision over the Golf Professional Staff with focus on:
    - Managing Play, Tee Sheet Management, Pace of Play
    - Customer Service
    - Player Development / Instruction
    - Tournaments, Outings and activities
    - Leagues
    - Customer Service
    - Golf Cart services
    - Merchandising
- Coordinate a Strategic Player Development Campaign
- Oversee Marketing
- Community Relations
- Oversee relations with other subcontractors

Again, the primary emphasis would be on strategic opportunities to increase participation, business and revenues.

## Marketing

Spirit Golf believes marketing and community integration are the keys to growing your golf business. Our expertise is to deliver a strategic campaign to make golf and your golf course more relevant throughout your entire community.

The on-site PGA Head Professional and General Manager will collaborate with Spirit Golf's Director of Communications to develop and implement a comprehensive marketing plan to increase play at the facility by all users to include year round residents, seasonal residents and non-residents.

Key elements of the plan are projected to include:

- Activate a Community Relations platform
- Maximize Customer Relations Management (CRM), especially through the development and strategic utilization of customer data base; expand the database
- Collaborate with the City to update the HBGC and EGC website, as well as overseeing efforts for regular updates; strive to enhance Search Engine Optimization (SEO)
- Update utilization of on-line Tee Times sales, ensuring maximum return for the City
- Strategically coordinate Social Media plans, with emphasis on reaching Millennials and other non-traditional target audiences
- Expand and maximize the Membership and loyalty programs
- Developing proactive relations with local media, i.e. Public and Media Relations
- Leverage national resources:



- Maximize use of nationally branded programs to take advantage marketing and promotional support (ex. *Get Golf Ready*)
- Use nationally produced templates to create collateral materials
- Use services provided by PGA.com to promote HBGC and EGC and our programs, as well as online registration via Active Network

The on-site leadership team will also evaluate the historical advertising efforts and impact. Industry trends show proactive, community based marketing and digital campaigns are likely to have a more significant impact on generating business than advertising. This is the approach we plan to take, thus project a reduction in the budget for advertising.

### Community Relations

As one of the most important elements within comprehensive Marketing plans, Spirit Golf looks to emphasize Community Relations. In addition to being a valuable resource to generate exposure and awareness, an effective Community Relations campaign is sure to impact the community's perception of HBGC and EGC and the game of golf.

An effective Community Relations/Marketing platform consists of:

- ✓ Outreach connection with the community
- ✓ Ongoing social activities at the golf courses
- ✓ Strategic Player Development Campaign

Basic examples of outreach tactics include:

- Maintaining proactive relations with all local civic organizations, Chamber of Commerce, local businesses, etc.
- Partnerships with local schools, colleges, military organizations and golf organizations including The First Tee, the Executive Women's Golf Association, and Special Olympics
- Integration with other City recreational activities, functions and programs

Examples of social activities include:

- Host "open house" events using a fun, festival type atmosphere providing attendees with an opportunity to meet the staff, take free 10 minute lessons and taste the golf experience as a way to introduce new programs and services
- Host "demo days" to help generate merchandise sales, and more importantly promote other programs and services
- Strive to become the desired location for business meetings and non-golf functions throughout the community

Ultimately, Spirit Golf emphasizes a personal approach to marketing. We will be utilizing the entire team at HBGC and EGC to reach out to the community and provide a personal invitation to visit and play a round. Whether it is the Head PGA Professional speaking with the Chamber of Commerce or assistants encouraging the PTA to host family golf events as fund raisers, our goal is to reach City residents and businesses so HBGC and EGC become the preferred place to learn, develop, and have fun.



## Strategic Player Development Campaign

Spirit Golf is committed to keeping the end goal top of mind, always focused on increasing rounds and the number of golfers. While marketing and community relations are vital, there needs to be a strategic path to turn this buzz and awareness into community residents and guests playing golf at HBGC and EGC.

Our approach is to leverage Spirit Golf's position and award winning, nationally recognized experience as a leader in the area of player development to embark on a strategic campaign for growing participation. Under the *Spirit Golf Academy* umbrella, we will implement a wide variety of programs including; on-course learning, family programming and social-golf activities providing enhanced community awareness and opportunities for new revenue streams to the golf course, plus food and beverage and hotel operations.

To best accomplish this, Spirit Golf will perform a comprehensive analysis of HBGC and EGC and develop an individualized strategic player development plan to take advantage of the HBGC and EGC assets and local community.

### INCREASE PARTICIPATION, BUSINESS AND REVENUES

The primary focus is developing and implementing strategic plans to generate participation, business and increased revenues, as well as extensive community integration and outreach.

Overall, there are simply two ways to increase revenue:

- 1) Increase spending per round from current golfers, and
- 2) Increase the number of rounds being played.

And to generate additional rounds, options include:

- A) Getting current customers to play more often,
- B) Getting existing golfers to play your course, or
- C) Creating new golfers.

The PGA Head Professional and General Manager will collaborate with our corporate office to develop and implement such strategic plans. All of these approaches will be integrated into Spirit Golf's plans and direction for generating business at HBGC and EGC.

### Common initiatives under the Spirit Golf Academy campaign:

- Learn to play programs (ex. Get Golf Ready)
- Structured instruction programs
- Junior Golf Camps and instruction
- Structured casual playing programs (ex. 9 & Dines, Family events, Couples events)
- Junior play programs (ex. PGA Junior League Golf)
- Tournament programs
- Outings and outside events



## Customer Service & Training

Like with the City, providing top notch customer service is a top priority for Spirit Golf.

*S.O.A.R.ing Service* – Spirit Golf’s customer service training program designed to teach and maintain a highly motivated staff prepared to create the right first impression with a smile, offer help, anticipate the customer’s needs and respond with the appropriate action.

All Spirit Golf staff undergoes the company’s structured training program that was designed to provide the staff with a simple four step program that is encourages great service and dedication to the customer.

Our *S.O.A.R.ing Service* program is an acronym for:

- Smile (greet) - the customer with a positive approach.
- Offer – Offer to help the customer and be willing to go beyond the call of duty.
- Anticipate – Get to know your job and your customers so you are prepared to give great service.
- Respond – Go the extra step and follow up on any customer request no matter how small.

In addition to our service training program our process is to develop a reference guide that establishes the facilities policies and the procedures the staff will use in handling the day-to-day operations. By establishing a consistent program our staff is better prepared to handle customer interactions and maintains consistency in policy. Consistency also leads to improved customer experiences each and every time they visit the course. The process will also include tracking and reporting on all complaints, and ensure responses are handled in a timely manner.



## Golf Shop Retail

Our Professional staff will establish a buying plan and selling strategy designed to offer the customers a proper mix of equipment, accessories and clothing. Our national team includes; two Merchandiser of the Year Award winners and golf shop coordinators who are experts in display and shop layout. Key area of focus to our approach include:

- **Variety and Quality of Product:** Match the variety and quality of product in the shop to the clientele's wants and needs.
- **Competition's Pricing:** Being able to compete with discount warehouses and some internet order houses selling clubs to raise our revenues. This process might affect current profit margins however; the plan would be to raise volume to overcome the lost profitability in each product sold.
- **Vendor Relations:** We have established strong relations with vendors due to the buying power of the company. These relations afford us discounts, flexibility with orders, promotions and up to date store fixtures and displays at sometimes no cost.
- **Custom Club Fitting Systems and maximizing Use of Demo Clubs:** Our Professionals will be certified in club fitting through several of the leading club manufactures and custom fitting systems will be available for the Golf Shop.
- **Special Order Program:** A systematized special order program allows customers a very easy and quick way of obtaining product.
- **Point of Sale System:** Use of the POS to analyze buying trends and habits.
- **Traffic Pattern / Layout of Golf Shop:** Design of the displays in the Shop to allow flow-through traffic making sure everyone tours the shop before registering for play.
- **Trained Personnel:** The profile and training of the cashiers will help boost sales and awareness of products offered.
- **Inventory Levels:** By creating a system of quarterly buying plans (replacing annual plans) and tracking inventory more accurately by the end of the year with data supplied with the point of sales system we will be able to continue to improve the buying plan and the number of times we turn the merchandise.
- **Modifying Mix of Vendors:** Modifying mix of vendors in order to obtain more perks and dis- counts available to us.



## Spirit Golf: Executive Leaders

Mike Attara, PGA	President
Frank Draper	Director of Business Development
Ron Stepanek, PGA	PGA Regional Manager / Director of Player Development
Bob Doria, PGA	PGA Director of Golf
Ed Gibson, PGA	PGA Director of Instruction
Dave Garity	Director of Communications
John Goeke	Food & Beverage Director
Mike Porter	Regional Operations Manager

### **Meet Ron Stepanek: *YOUR primary contact in Hollywood***

With more than 35 years working in the golf industry, Ron Stepanek's credentials are quite unique from most other PGA Professionals. After gaining a solid green grass foundation working at both municipal and private golf courses in Connecticut, Stepanek embarked on a non-traditional career path. He earned a Master's Degree in Sports Management from Springfield College and leveraged this higher education into 20 years executive management experience within the PGA of America network. This included running the Central New York and Southern Ohio PGA Sections as Executive Director, and advancing to Director of Player Development for the PGA.

While leading this national department his responsibilities included overseeing Get Golf Ready, Play Golf America, TEE IT FORWARD and launching the innovative PGA Junior League Golf Program. More than 85% of PGA managed golf courses hosted at least one of these initiatives during his tenure with numerous reporting success in generating significant new business and revenue through these programs.

Stepanek was also extensively involved in the education of PGA Professionals and golf course operators. He assisted in the development of the PGA's Player Development Certification, plus frequently presented at PGA and industry functions across the City. However, his greatest contribution was being the leader to write the Golf 2.0 Player Development Playbook/curriculum. Designed to help PGA Professionals enhance their value and strategic commitment to impact business via structured growth of the game programs, a President of the PGA once called this Player Development Playbook "the single best resource the PGA has ever produced for our PGA Members".

Thanks to these vast experiences, Stepanek worked with and established long term relationships with hundreds of PGA Professionals, organizations, manufacturers and industry leaders.

Stepanek currently resides in Palm Beach Gardens, FL. Along with his wife Kathy, they enjoy playing golf, riding their scooters, attending music festivals and spending time with friends and family.



## **Meet Mike Attara, Spirit Golf President**

Mike Attara has been associated with the golf industry since 1984, and has been a Class A PGA member for over 24 years, becoming certified in the area of general management in 2006. He spent 15 years working for golf management companies from 1986 through 2001. For the past 10 years, Mike has been an independent golf course operator managing Eagle Ridge Golf Club, a 27 hole Championship Golf Course and Golf Academy. For much of his career, he has been involved in building, running and maintaining many existing and start-up properties with an emphasis on developing player development programs.

In 2008, Mike founded Spirit Golf to expand the services of the company. Most recently, he has been involved in establishing several new golf schools that have been recognized for the growth of the game programming that is a major component of Spirit Golf's success in creating new revenue streams and customer satisfaction for their accounts.

A six year member of the New Jersey Section Board of Directors, Mike has chaired the Growth of the Game Committee for five years and currently holds the position of Vice President of the New Jersey Golf Foundation, the charitable arm of the NJPGA. He has been a six-time recipient of the New Jersey PGA President's Plaque for his contributions to growing the game of golf. He has acted as an advisor to FootJoy and Titleist Golf and the PGA of America's Player Development department. He has regularly been asked to speak nationally on their behalf.

Mike's leadership skills and ability to develop a strong customer service oriented culture, player development, marketing and promotions are among his many professional skills. He is currently a committee member of the National Golf 2.0 Strategic Initiatives and recently spoke at the 2012 PGA Merchandise Show on the Subject of Player Development.

Mike and his wife Colleen have two teenage children who all enjoy music, art and physical fitness. Mike is an avid runner and a member of the Folds of Honor Marathon Team. He has fundraised and competed in three marathons in support of the Folds of Honor Foundation.



## Spirit Golf: Industry Knowledge and Connection

Spirit Golf brings a wealth of knowledge of the golf industry, nation-wide and within South Florida, thanks to the executive team's vast experiences, services, awards and accomplishments.

### **Awards**

Spirit Golf's 2014 Accolades include:

- Makefield Highlands Golf Club was named "2014-2015 Club of the Year" by the Pennsylvania Golf Course Owners' Association
- Both Five Ponds and Makefield Highlands Golf Clubs were named the "Best of Bucks" by Bucks City Courier Times Newspapers.
- Our team won four PGA Awards in 2014.
  - Bob Doria: Philadelphia PGA Public Merchandiser of the Year (2<sup>nd</sup> time)
  - Ed Gibson: Philadelphia PGA Player Development Award
  - Mike Attara: New Jersey PGA Player Development Award (6<sup>th</sup> time) and New Jersey Patriot Award
- Makefield Highlands Golf Club won the Top 50 Best Driving Range (Public Golf Course) in the Country.
- In previous years, our team earned other Section Awards accolades:
  - Golf Professional of the Year
  - Assistant Golf Professional of the Year
  - Bill Struasbuagh / Club Relations Award
  - US Kids Top 50 Instructor
  - PGA President's Council on Growing the Game
  - Play Golf America Top 100

### **Member / Service to the Industry**

#### Golf Industry at Large

- Get Golf Ready Committee
- Special Olympics National Golf Committee
- Golf Course Builders Association of America Foundation
- NGF
- NGCOA / PGO
- GOLF 20/20

#### PGA of America

- Golf 2.0 Committee
- Player Development Committee
- Junior Golf Committee

#### Local

- New Jersey PGA Board of Directors
- New Jersey PGA & Philadelphia PGA Growth of the Game Committees
- New Jersey PGA Foundation
- The First Tee (several Chapter Boards)
- Philadelphia PGA Membership Committee



## Spirit Golf Academy

In addition to our golf course operational expertise, the Spirit Golf Academy is brought to each and every one of our properties.

Growth of the game is the heart of our business strategy. Across the country the industry has seen the shift in the way our customers play and use our golf facilities. Spirit Golf Academy helps clients obtain new loyal customers and provide current customers with new ways to play, socialize and become engaged, active participants. Offering a complete instructional and player development programs to complement your facility, our team of PGA, LPGA and fitness professionals develop programs designed specifically for each client's facility that will drive new rounds, increase ancillary spending and increase customers' loyalty.

Under the direction of PGA Director of Instruction Ed Gibson, there is a full slate of instructional programs and development activities planned specifically for each Spirit Golf Property.

At the forefront of this effort, Spirit Golf Academies are national leaders in utilization of the industry's *Get Golf Ready*, introduction to the game program. *Get Golf Ready* programs are proven to retain an average of 80% of the students who continue to play the course they learn at. On average, a *Get Golf Ready* student spends \$1,000 per year on golf. Spirit Golf Academy has taught over 1,000 *Get Golf Ready* students since 2011, increasing our client's revenue base by over \$500,000.

Other successful programs include

- Ladies *Get Golf Ready*, clinics and leagues
- Multi-Levels of Junior golf programs, leagues, interclub activity
- Family fun nights & leagues
- Adding 3 & 6 Hole rounds late in the day as part of an extended driving range service
- Executive Women's Golf Association
- Programs for college students, military and other niche markets





*Spirit Golf Management*  
4 Ardsley Rd, Yardley PA 19067  
732-312-2924  
[www.spiritgolf.net](http://www.spiritgolf.net)

January 29, 2015

Procurement Services Division  
City Of Hollywood  
City Clerk Office, Room 221  
2600 Hollywood Boulevard  
Hollywood, FL 33020

Good day,

Spirit Golf Management is thrilled to be collaborating with Down To Earth, Inc. for our proposal to RFP-4442-15-IS – GOLF COURSE MANAGEMENT over the Hollywood Beach Golf Resort and Eco Golf Club.

For our services outlined within this proposal, Spirit Golf's management fee would be:

\$60,000 Per Year

Spirit Golf is also positioned to take in the lead in collaborating with the City and Down To Earth, Inc. in developing and overseeing annual and long term operational budgets with an emphasis on generating participation, business and increased revenues, as well as operational efficiencies.

Based on the high-level financial information provided in your RFP and Addendum, Spirit has developed initial projection for Hollywood Beach Golf Course and Eco Golf Club. Our intent is to cover this during a face-to-face meeting with the City in review of our overall proposal.

We appreciate your time and consideration.

Sincerely,

A blue ink signature of Mike Attara, consisting of a stylized 'M' followed by a long, horizontal flourish.

Mike Attara, PGA  
President

A black ink signature of Ron Stepanek, featuring a stylized 'R' and 'S'.

Ron Stepanek, PGA  
Regional Manager/Director of Player Development



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

## ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): \_\_\_\_\_ Federal Tax Identification Number: 46-1118701

If Corporation - Date Incorporated/Organized: Down To Earth Golf - 2013

State Incorporated/Organized: Florida

Company Operating Address: P.O. Box 738

City Tangerine State FL Zip Code 32777

Remittance Address (if different from ordering address): \_\_\_\_\_

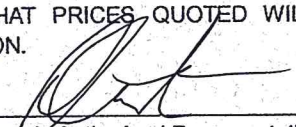
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Company Contact Person: Monty Peters Email Address: Monty@down2earthinc.com

Phone Number (include area code): 352-801-1839 Fax Number (include area code): 352-385-7229

Company's Internet Web Address: Down2earthinc.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

  
Bidder/Proposer's Authorized Representative's Signature: \_\_\_\_\_

1/30/2015

Date

Type or Print Name: Tony Huerta

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FORM THE AWARD PROCESS.



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

### **HOLD HARMLESS AND INDEMNITY CLAUSE**

**(Company Name and Authorized Representative's Name)**

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

  
SIGNATURE

Tony Huerta  
PRINTED NAME

Down To Earth Golf, LLC.  
COMPANY OF NAME

1-30-2015  
DATE

**Failure to sign or changes to this page shall render your bid non-responsive.**



November 25, 2014

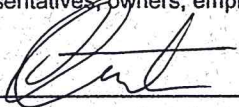
City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

### NONCOLLUSION AFFIDAVIT

STATE OF: Florida

COUNTY OF: Lake, being first duly sworn, deposes and says that:

- (1) He/she is President of Down To Earth Golf, LLC., the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)  President  
Title

**Failure to sign or changes to this page shall render your bid non-responsive.**



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA  
STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR  
OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood  
by Tony Huerta for Down To Earth Golf, LLC  
(Print individual's name and title) (Print name of entity submitting sworn statement)  
whose business address is P.O. Box 738, Tangerine Florida  
and if applicable its Federal Employer Identification Number (FEIN) is 46-1118701 If the entity has no FEIN,  
include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

X Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

         The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

  
(Signature)

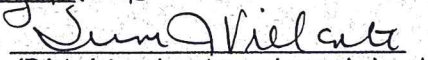
Sworn to and subscribed before me this 30th day of January, 2015.

Personally known

Or produced identification \_\_\_\_\_ Notary Public-State of Florida

(Type of identification)

my commission expires May 1, 2016

  
(Printed, typed or stamped commissioned name of notary public)



Failure to sign or changes to this page shall render your bid non-responsive.



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

**CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER  
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

Down To Earth Golf, LLC.

P.O. Box 738, Tangerine

Florida, 32777

Application Number and/or Project Name:

RFP NO. 4442-15-IS Golf Course Management

Applicant IRS/Vendor Number: \_\_\_\_\_

Type/Print Name and Title of Authorized Representative:

Tony Huerta - President

Signature:  Date: 1-30-2014

**Failure to sign or changes to this page shall render your bid non-responsive.**



November 25, 2014

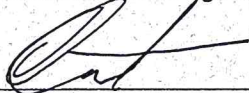
City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

### DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Tony Huerta

VENDOR'S SIGNATURE

PRINTED NAME

Down To Earth Golf, LLC.

NAME OF COMPANY



November 25, 2014

City of Hollywood, Florida  
Solicitation #RFP-4442-15-IS

### **SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY**

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

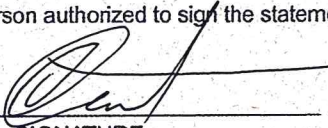
The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.

 _____ SIGNATURE	Tony Huerta _____ PRINTED NAME
Down To Earth Golf, LLC _____ NAME OF COMPANY	President _____ TITLE

**Failure to sign this page shall render your bid non-responsive.**



## Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

Print or type  
See Specific Instructions on page 2.

Name (as shown on your income tax return) <b>Down To Earth Golf, LLC</b>	
Business name/disregarded entity name, if different from above	
Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ <b>C</b> <input type="checkbox"/> Other (see instructions) ▶	Exemptions (see instructions): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____
Address (number, street, and apt. or suite no.) <b>P.O. Box 738</b> City, state, and ZIP code <b>Tangerine, FL 32777</b>	Requester's name and address (optional)
List account number(s) here (optional) <b>352-385-7227</b>	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number								
			-			-		


Employer identification number								
4	6	-	1	1	1	8	7	0 1

### Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below), and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here	Signature of U.S. person ▶ 	Date ▶ <b>1/30/15</b>
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### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** The IRS has created a page on [www.irs.gov/w9](http://www.irs.gov/w9) for information about Form W-9, at [www.irs.gov/w9](http://www.irs.gov/w9). Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

### Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the

withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

**Note.** If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.





# City of Hollywood, Florida

PROCUREMENT SERVICES RM. 303  
P. O. Box 229045 ZIP 33022-9045

## NOTICE TO PROPOSERS

NOTICE IS HEREBY GIVEN, that the City Commission of the City of Hollywood, Florida is advertising for Sealed Request for Proposals, which will be received by the City Clerk of the City of Hollywood, Florida until **3:00 P.M., January 30, 2015**, at which time they will be opened and publicly read in the Procurement Services Division, Room 303, City Hall, 2600 Hollywood Boulevard, Hollywood, Florida. FOR: **Golf Course Management**

**RFP NO. 4442-15-IS**  
**ADDENDUM NO. 1**

Please make the following changes (additions, deletions or corrections) in the above named RFP.

### CHANGES:

**C1: The bid opening date and time has been changed as follows:**

**FROM: 3:00 p.m., January 16, 2015**  
**TO: 3:00 p.m., January 30, 2015**

Questions submitted in regards to the above RFP and corresponding answers:

**Q1.** Are there any existing plans to support any of the needed capital improvements? If so, can these be shared at the pre-bid meetings, or via an addendum?

**A1.** Currently, there is no identified funding for capital improvements at either golf course.

**Q2.** Is it possible to get financial and performance data for each of the past 5 years and inventory of maintenance equipment, carts, etc?

**A2.** See attached financial data. Inventory of maintenance equipment is not available. The awarded vendor will have to provide their own cart and maintenance equipment fleet.

**Q3.** How is water being supplied for irrigation of the courses? Is it re-use water? Who covers the cost of the water? What is the unit cost? Has there been any increase over the past decade?

**A3.** Reuse water is pumped from the Wastewater Treatment Plant for irrigation of the courses. The vendor covers the cost of the reuse irrigation water which is currently \$.100 cents per 1000 gallons. There has not been any increase in the cost over the past decade.



Q4. Who provides property insurance? Asset liability?

**A4. The City has property insurance and asset liability insurance for the property and city assets. Non city assets are not covered by the City.**

Q5. Does financials include capital expenditures?

**A5. No.**

Q6. How is the capital list compiled? Please provide a list of capital goods?

**A6. Capital list was compiled via National Golf Foundation (NGF) assessment. See attached.**

Q7. Is there an asbestos survey for each facility as well as below ground?

**A7. No, there is no asbestos survey for either facility.**

Q8. What are the fencing specifications? How many linear feet of fence is there? Are there any code restrictions?

**A8. The City's administrative preference prohibits the use of chain link fencing facing a roadway. Fencing is approximately 1900 linear feet. There are no code restrictions as long as the proper permits are pulled.**

Q9. With respect to the thirty (30) room lodge, please provide financials, would alternative uses be considered? What is the land/zone restrictions?

**A9. Financials include in backup and alternative uses would have to go through the planning design process. Land/zone restrictions are government use and the hotel serves as an auxiliary use to the golf course.**

Q10. How is the drainage during heavy rains?

**A10. Very poor, east side of course drains worse than the western side.**

Q11. Is the pond at Hollywood Beach fresh water?

**A11. Yes.**

Q12. What is the age of the buildings at both facilities?

**A12. Hollywood Beach Golf and Country Club (HBGCC) actual year built is 1962. Eco Grande Golf Course (EGGC) actual year built is 1975.**

Q13. Is there a forty (40) year certification? Roof certification?

**A13. There is no forty (40) year certification. There is no roof certification.**

Q14. Could the city provide a copy of the current agreement and also advise how the thirty-five thousand dollar (\$35,000) capital investment is used?

**A14. The \$35,000 is used to complete approved capital improvements. The \$35,000 capital improvement funding is stated in the attached Hollywood Beach Golf and Country Club Agreement.**



Q15. What is the total number of rooms at the lodge? How many rooms are operational?

**A15. There are thirty (30) rooms at the lodge with currently twenty-seven (27) rooms being operational.**

Q16. How many rooms have been remodeled?

**A16. Six (6) rooms have been remodeled.**

Q17. What is the membership count?

**A17. Membership is approximately one hundred five (105).**

Q18. Are there any mandates for an ADA cart?

**A18. No.**

Q19. Is there a list of city owned equipment?

**A19. No**

Q20. Are there any code violations at either facility? Specifically, with reference to the maintenance shed and securing the gas and diesel tanks.

**A20. There are no current code violations.**

Q21. What is the number of rounds at each facility?

A21.	Year	Eco	Hollywood Beach
	2008	43,064	39,000
	2009	41,810	37,150
	2010	40,593	35,300
	2011	39,410	33,690
	2012	38,263	32,085

Q22. Is the hotel sub-contracted? What is the hotel revenue?

**A22. No the hotel is not sub-contracted. See attached financials for revenue.**

Q23. Please provide a list of equipment that belongs to the current vendor.

**A23. Pro shop – Point of sale system, computers, copier, all sales products (shoes, shorts, golf balls, hats, etc.), product hanging racks and display system, tables, desks and pictures.**

**Maintenance area and cart barn – All equipment, tools and carts.**

**Restaurant/kitchen – Televisions, dishes, utensils, stove (1), refrigerator (1).**

Q24. What is the expected timeframe for capital improvements?



**A24. Ideally, the capital improvements being completed within the first three years of the agreement would be beneficial to both the City and vendor. Ultimately, the expected timeframe for capital investments would be determined as part of the negotiation process.**

**Q25. Are any of the buildings considered historic property?**

**A25. No.**

**Q26. Who does the point of sale equipment belong to? Who owns the pro-shop equipment and fixtures?**

**A26. Current vendor owns both point of sale equipment and pro shop equipment.**

**Q27. Please provide a green fees breakdown both in season and out of season for each course**

**A27. Hollywood Beach Golf and Country Club:**

**Summer 2014**

Every Day	Before 3:00 p.m.	After 3:00 a.m.
Weekday	\$35	\$25
Weekend/Holiday	\$45	\$25

- Resident/military/law enforcement weekday \$29 /weekend \$40
- Tuesday & Thursday all day \$25

**Effective November 1, 2014**

Every Day	Before 11:00 a.m.	After 11:00 a.m.	After 2:00 p.m.
Regular	\$50	\$40	\$25
Golf Hollywood!	Call Golf Shop	Call Golf Shop	Call Golf Shop

**Effective December 20, 2014**

Every Day	Before 11:00 a.m.	After 11:00 a.m.	After 2:00 p.m.
Regular	\$60	\$49	\$25
Member Guest	\$45	\$45	\$25

**Eco Grande Country Club:**

**Summer 2014**

Every Day	All day	
Weekday/Weekend	\$15.50 green fee	\$6.00 cart fee

- Monday & Friday \$16 (18 holes with cart)

**Effective December 2014 thru March 2015**

Every Day	Before 11:00 a.m.	After 11:00 a.m.	After 2:00 p.m.
Regular	\$25	\$21	\$16



<b>Member Guest</b>	<b>\$45</b>	<b>\$45</b>	<b>\$25</b>
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Q28. Does membership dues include bag storage?

**A28. Yes**

Q29. How many bags are there in storage?

**A29. HBGCC – 159**

Q30. What is the maximum number of carts at each facility?

**A30. HBGCC – 80 EGGC - 20**

Q31. What type of grass is at each facility?

**A31. Greens: HBGCC – mutated/various EGGC – tif drawf**

**Fairways at both courses - 419 and common.**

Q32. What is the age of the irrigation system?

**A32. HBGCC – 1980 and EGGC – 1975; (dates are approximate)**

**All other specifications, terms & conditions remain the same.**

#### **MAILED RFP'S**

If you have already submitted your printed Request for Qualifications, it will be retained in the City Clerk's Office until the Proposal opening time and date. If you wish to pick up your RFP that has already been submitted, you can do so by showing proper identification, in the Office of the City Clerk, 2600 Hollywood Blvd, Room 221, Hollywood, Florida 33020.

**Please sign and return with your RFP.**

COMPANY NAME: Down To Earth Golf, LLC.

PROPOSER'S SIGNATURE 

Dated this 30th day of December 2014