

ORIGINAL

Hollywood Beach Golf Course

City of Hollywood, Florida

GOLF COURSE ARCHITECTURAL SERVICES

SOLICITATION# RFQ - 4652 - 20 - DCM



RICHARD MANDELL GOLF ARCHITECTURE

2017 BoardRoom Magazine Golf Course Architect of the Year

M

RICHARD
MANDELL
GOLF ARCHITECTURE

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HOLLYWOOD GOLF COURSE
Scale - 1" = 100'

RICHARD MANDELL GOLF ARCHITECTURE

GOLF COURSE ARCHITECTURAL SERVICES



**RICHARD
MANDELL**
GOLF ARCHITECTURE

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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): RMGA INC. Federal Tax Identification Number: 56-2203599

If Corporation - Date Incorporated/Organized: 6/30/2000

State Incorporated/Organized: NORTH CAROLINA

Company Operating Address: 2208 MIDLAND ROAD

City PINEHURST State NC Zip Code 28374

Remittance Address (if different from ordering address): SAME AS ABOVE

City _____ State _____ Zip Code _____

Company Contact Person: RICHARD MANOELL Email Address: RICHARD@GOLF-ARCHITECTURE.COM

Phone Number (include area code): 910-255-3111 Fax Number (include area code): 910-255-3112

Company's Internet Web Address: GOLF-ARCHITECTURE.COM

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

[Signature] Bidder/Responder's Authorized Representative's Signature: _____ Date 9/28/20

Type or Print Name: RICHARD MANOELL

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/RESPONDER 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/RESPONDER TO THE TERMS OF ITS OFFER.

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



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I. EXECUTIVE SUMMARY

Dear Department of Design and Construction Management,

In response to Solicitation # RFQ - 4652 - 20 - DCM, allow me to present **Richard Mandell Golf Architecture's** proposal for Golf Course Architectural Services at Hollywood Beach Golf Course. The full legal name of our firm is **RMGA, Inc. d/b/a Richard Mandell Golf Architecture**, located in Pinehurst, North Carolina.

Richard is a licensed Landscape Architect in the State of Florida (#LA6667471). He is one of only two golf course architects in the world who is also a **Certified Arborist**. Richard is a member of the USGA Museum Committee which complements an innate desire to preserve history in his golf architecture work.

Richard Mandell Golf Architecture has a vast experience with courses that share a Donald Ross heritage. RMGA has worked on **eleven Ross courses** over the years, including municipal layouts for the Town of Monroe, North Carolina and the Cities of Sarasota, Florida and Savannah, Georgia. Our efforts with those courses centered around their link to Mr. Ross while simultaneously preparing for the future. Richard has a direct professional link to Donald Ross, learning from Dan Maples who learned directly from his Father, Ellis. Ellis got his start with Mr. Ross himself in the 1940's.

Whether or not Hollywood Beach Golf Course was actually re-designed by Donald Ross in 1929, Richard is most qualified to restore the golf course or provide a new interpretation of HBGC designed in the spirit of Donald Ross. His expertise in historical research will leave no stone unturned in the pursuit of a Ross link to HBGC.

With more than a quarter-century of problem-solving to draw upon, Richard Mandell Golf Architecture has a proven commitment to meet deadlines and create realistic solutions that work not only on the ground but are fiscally responsible as well. Our cost control methodology has successfully kept many of our golf course projects, public and private, at or under budget. RMGA has the experience of **fourteen municipal/government projects** to draw upon in assisting the City of Hollywood in any pursuit.

The firm's organization ensures that all aspects of a golf course project are considered and accounted for through a variety of design disciplines but with a specific hands-on approach. These attributes transform a client's comfort level, knowing that all solutions are being considered and accounted for through a variety of design disciplines.

At RMGA, we are proud of consistently meeting our clients' objectives, whether those objectives are to create a memorable golfing experience, match product to the budget, or develop a sensible golf course to meet realistic market demands. Our objective is always to provide unparalleled service, focus on the details and represent our client's best interests from the beginning of the design process to opening. We focus on the details so there are no surprises down the road.

Our approach since the firm's inception has never been more successful than in the past decade. In a stagnant to depressed golf economy, RMGA's approach is now the standard when it used to be the outlier. Awards for the firm confirm responsible design which stays within budget achieves many goals while also remaining sustainable.



We have been fortunate enough to receive fifteen national awards in the past decade, including BoardRoom Magazine Golf Course Architect of the Year in 2017. Three of our awards were for work on Donald Ross courses and six were for municipal projects, including RMGA's Braemar Golf Course winning an ASGCA Excellence Award in 2019 as well as a best New Course award in 2020 from GolfInc. Magazine.



The RMGA Staff are the founders of **The Symposium on Affordable Golf**, a two-day annual conference which was a grass-roots movement to return the game of golf to a more economically sustainable baseline. We are committed to the goal of affordable golf and would like the opportunity to introduce our approach to the City of Hollywood at Hollywood Beach Golf Course. Key elements of our SOQ which differentiate RMGA from the competition are as follows:

- Award-Winning Donald Ross knowledge & experience (11 projects)
- Municipal golf course experience (14 projects)
- Richard is a licensed Landscape Architect in the State of Florida
- Cost Control Methodology
- Tee Shot Distance Equity Approach
- RMGA Tree Management Services
- Florida Business License # F16000004274



Thank you,

A handwritten signature in blue ink that reads "Richard Mandell".

Richard Mandell, ASGCA, RLA, ISACA
President
Richard Mandell Golf Architecture



II. FIRM QUALIFICATIONS AND EXPERIENCE

A. BUSINESS STRUCTURE

Richard Mandell Golf Architecture is a North Carolina S-Corporation. Richard Mandell is sole Principal of the firm and authorized representative to submit this SOQ. Originally incorporated as Whole In One Design Group in 1992, our firm changed its name to Richard Mandell Golf Architecture and re-incorporated in 2000. RMGA qualified to do business in the State of Florida on September 23, 2016. The document number for RMGA, Inc. is **F16000004274** and its status is active. Following is our contact information:

Address: 2208 Midland Road, Pinehurst, North Carolina, 28374

Company website address: golf-architecture.com

Primary contact for SOQ: Richard Mandell (richard@golf-architecture.com)

Phone Number: (910) 255-3111; Fax Number: (910) 255-3112

B. RELATIVE SIZE OF THE FIRM

Richard Mandell Golf Architecture delivers world-class design methodology with a professional approach that is goal-oriented and efficient. The firm's size (4) is a deliberate strategy to provide personal service to meet the City of Hollywood's needs. The firm includes:

- Lead Golf Course Architect and President **Richard Mandell**.
- Design Associate **Patrick Gainer**.
- Design Associate **Jim Ryan**.
- Construction Specialist **Marc Burger**.

Richard Mandell possesses the following licenses/affiliations:

- ASGCA Member
- Certified Arborist #SO - 5986A
- **Active Florida Business License #F16000004274** (since 2016)
- **Licensed Florida Landscape Architect #LA6667471**
- Licensed North Carolina Landscape Architect #1169
- Licensed South Carolina Landscape Architect #751
- United States Golf Association Museum Committee Member

C. YEARS EXPERIENCE PROVIDING GOLF ARCHITECTURE: **28**



State of Florida

Department of State

I certify from the records of this office that RICHARD MANDELL GOLF ARCHITECTURE, INC is a North Carolina corporation authorized to transact business in the State of Florida, qualified on September 23, 2016.

The document number of this corporation is F16000004274.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on January 14, 2020, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fourteenth day of January,
2020*



Samuel R. ...
Secretary of State

Tracking Number: 7647120695CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

D. COMPANY HISTORY



Richard Mandell's lifelong ambition has been to create a lasting impression on the world of golf architecture. Since 1992 he has been delivering on that goal. His firm has worked on more than seventy golf course projects ranging from preliminary master planning to complete golf course architectural services. More than a quarter-century of practicing golf architecture has provided the **experience and understanding** to create golfing masterpieces.

Richard Mandell graduated from the University of Georgia with a Bachelors degree in Landscape Architecture and is one of only a few candidates nationwide to pass the complete landscape registration exam in his first attempt (success rate is less than ten percent). He is a **licensed Landscape Architect** in four states.

His years with Dan Maples Design in Pinehurst and Denis Griffiths & Associates in Atlanta exposed him to high-end domestic and international work in an apprenticeship with two of the best in the business, both former ASGCA Presidents. Richard has a **strong knowledge** of civil engineering, acquired in his previous venture with Whole In One Design Group. As a Principal, Richard was lead architect on many projects where the environmental work and civil engineering were completed in-house. Richard returned to Pinehurst with a wealth of practical knowledge and a **lifelong catalog of historical reference** to practice his craft as Richard Mandell Golf Architecture.

M

Richard Mandell's versatility is shown in the variety of his project experience. He has worked on private country club projects yet also created accessible facilities enjoyed by beginners and experts alike, such as the venerable **Keller Golf Course** in St. Paul, Minnesota (site of the 1932 and 1954 PGA Championships) for Ramsey County, Minnesota, **Bacon Park Golf Course**, a Donald Ross design owned by the City of

Savannah, Georgia, and Blue Heron Golf Course, a public layout on the eastern shore of Maryland which was named one of the **Top Ten Short Courses in America in 2006**. Keller and Bacon Park each won **Golf Inc. Renovations of the Year** awards in 2015 and 2016 respectively. Keller also won **Golf Magazine Renovation of the Year** in 2014. Richard has created or renovated tournament courses, executive courses, and everything in between, as well as full-service practice facilities.

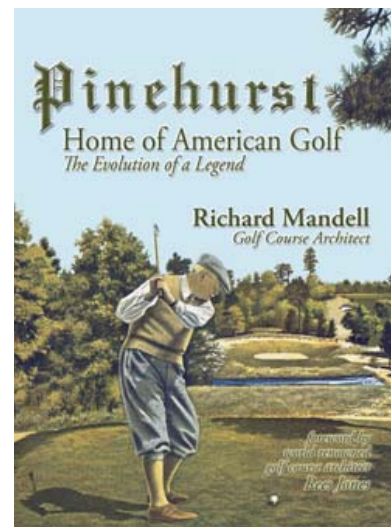
RMGA AWARDS & ACCOLADES

1996 - DuPont North America Safety, Health & Environment Excellence Award
2000 - Golf Digest Best New Course Nominee
2000 - Georgia Golf News Best Course Candidate
2002 - 10 Great Fall Golf Getaways (Carolina Fairways Magazine)
2006 - Top Ten Short Courses in America
2007 - International Network of Golf Book of the Year
2009 - Builders Excellence Legacy Award: Renovation of the Year
2009 - GolfInc. Private Course Renovation of the Year Runner-Up
2011 - GolfInc. Most Influential Architects List #14
2011 - GolfInc. Under \$1 million Renovation of the Year Third Place
2011 - Builders Excellence Legacy Award: Renovation of the Year
2014 - Golf Magazine Renovation of The Year Award - Municipal
2015 - South Carolina Raters Panel Most Improved Course since 2005-Midlands Region
2015 - South Carolina Raters Panel Most Improved Course since 2005-Grand Strand Region
2015 - GolfInc. Municipal Renovation of the Year Award
2016 - GolfInc. Municipal Renovation of the Year Award & Best In Show
2017 - GolfInc. Private Renovation of the Year Honorable Mention
2017 - Boardroom Magazine Golf Course Architect of the Year
2018 - GolfInc. Private Renovation of the Year Honorable Mention
2019 - ASGCA Design Excellence Award
2020 - GolfInc. Best New Course Award

RMGA has served both public and private clients including the United States Army, The DuPont Corporation, Queen Anne's County,

Maryland, and the Cities of Erie, Pennsylvania, Edina, Minnesota, and Barnstable, Massachusetts, among others. Private clients include such prestigious clubs as Army Navy Country Club, Orangeburg Country Club, and The Country Club of North Carolina, Raleigh Country Club and Lake Forest Country Club in Hudson, Ohio.

A noted golf architecture historian, Richard Mandell has appeared in and written articles for national publications such as **Golf Illustrated** and **Links Magazine**. He has provided chapters in two books on Golf Architecture entitled **Golf Architecture: A Worldwide Perspective** (vols. 1 & 2). The chapters are Meaningful Selection and Placement of Hazards and The Evolution of Strategy. The biggest names in the profession have been asked to contribute, yet few have been asked to contribute twice. Richard also contributed a chapter to **Favourite Holes by Design: The Architect's Choice**.



Richard Mandell's seminal work, *Pinehurst ~ Home of American Golf (The Evolution of a Legend)* won the prestigious **International Network of Golf Book of the Year Award (2007)**. Mr. Mandell's book was a finalist for both Foreword Magazine's Book of the Year Award and the United States Golf Association's Herbert Warren Wind Book Award as well. This 384-page, four-color definitive history is a detailed account of the evolution of the playing fields of sandhills golf and how it directly affected the game of golf in America.

Richard and his staff are the founders of **The Symposium on Affordable Golf**, a two-day conference held annually from 2010 - 2015 which has become a fundamental movement to return the game of golf to a more economically sustainable baseline. **The Symposium On Affordable Golf** raises awareness and understanding of the challenges of the golf industry through open discussion, exchange of ideas and highlighting successes that promote the health and sustainability of the game of golf and the business of golf. Past speakers include Barney Adams of Adams Golf, Ron Whitten and Jaime Diaz of Golf Digest Magazines, and James Hyler, Past President of the USGA.



From 2008 to 2012, Richard penned a blog for The Washington Times which became a platform for a grass-roots movement to return the game of golf to its origins. In the process, the goal was to re-capture the elements of golf design and the game which have gone missing over past decades. Richard also taught the only fully accredited, professionally taught class on golf course architecture at North Carolina State University (1997 to 2015).

With well-rounded experience, knowledge of the profession, and the ability to communicate so well documented, Richard Mandell Golf Architecture is fully qualified for any golf course design project set forth.



E. RMGA MUNICIPAL GOLF COURSE DESIGN EXPERIENCE

Richard Mandell Golf Architecture has completed more than 70 golf course design projects (in 14 states) of various form and size since 1992, including 26 renovation projects in the ground and 21 Renovation Business Plans. Specifically in the municipal arena, RMGA has completed 14 projects that include 7 municipal Renovation Business Plans and 7 municipal major renovation/new projects.

- **Bobby Jones Golf Club** (FL) for The City of Sarasota in 2017.
- **Tanglewood Golf Park** Championship Course (NC) Forsyth County in 2017.
- **Tanglewood Golf Park** Reynolds Course (NC) Forsyth County in 2018.
- **Braemar Golf Course** (MN) for the City of Edina Parks in 2015.
- **Bacon Park Golf Course** (GA) for City of Savannah in 2014.
- **Hyannis Golf Course** (MA) for Town of Barnstable in 2014.
- **Keller Golf Course** (MN) for Ramsey County Parks in 2012.
- **Jamestown Park Golf Course** (NC) for Town of Jamestown in 2010.
- **Erie Golf Course** (PA) for the City of Erie Public Works in 2005.
- **Monroe Country Club** (NC) for the City of Monroe in 2004.
- **Gastonia Municipal Golf Course** (NC) for City of Gastonia in 2003.
- **Blue Heron Golf Course** (MD) for Queen Anne's County Parks in 2002.
- **Admiral Baker Golf Course** (San Diego) for the U. S. Navy in 1999.
- **Fort Belvoir Golf Course** (VA) for the U. S. Army in 1996.



F. RMGA DONALD ROSS EXPERIENCE

Few golf course architects can claim a direct professional lineage from Donald Ross himself like Richard Mandell. Richard possesses the very specific experience of learning about golf course architecture directly from Dan Maples, who learned directly from his father, Ellis Maples. Ellis Maples learned directly from Donald Ross. This lineage gives Richard Mandell perspective to understand Mr. Ross's design and construction methodology that few other architects possess.

Richard has completed or is currently undertaking eleven historically compassionate restorations of Donald Ross courses, maintaining the Ross signature design as best as possible while also considering modern maintenance and playability issues.

From Wisconsin to Florida, Richard is actively preserving the spirit of Donald Ross. In addition to developing a Renovation Business Plan for **Oconomowoc Golf Club** in Oconomowoc, Wisconsin and continuing his long-term relationship with **Myers Park Country Club** in Charlotte, North Carolina, Richard is wrapping up construction documents for the City of Sarasota, Florida's restoration of its **Bobby Jones Golf Club** (set for construction in April 2021).



Richard continues to currently serve the membership of Ross's Myers Park as Architect of Record with a new tee project after completing a sand bunker restoration project and practice facility re-design in the Summer of 2017. Richard also completed two Tree Management Plans for the club. Richard has also been the Architect of Record for **Pinecrest Country Club** in Lumberton, North Carolina since 2005.

RMGA's work at the **Country Club of Asheville** was voted Honorable Mention for GolfInc. ROTY Awards in 2017. The year before, his restoration of Ross's **Bacon Park Golf Course** for the City of Savannah took Municipal ROTY and Best in Show. The restoration included fairway work, sand bunker restoration, and all greens complexes. Richard utilized Donald Ross's original routing and construction drawings as well as aerial photography from 1951 and 1971.



Richard's Renovation Business Plan for **Raleigh Country Club** in Raleigh, North Carolina included the introduction of original Ross sand bunkers to the existing layout, maintained the design philosophy of Ross throughout, and preserved the original Ross routing. He also returned original Ross landing areas to play for all golfer types through proper tee placement. **RCC has been ranked as the top golf course in the Triangle area of North Carolina since 2006.**

At Ross's City-owned **Monroe Country Club** (Monroe, North Carolina), Richard accurately restored all the Ross bunkers to the original Ross design by first digitally overlaying the original Ross layout and a 1938 aerial photo on the existing course and then re-creating the sand bunker features that are distinctively Donald Ross.

RMGA DONALD ROSS PROJECTS:

- **Bacon Park Golf Course** in Savannah, Georgia (2014 - 2016).
- **Bobby Jones Golf Club** in Sarasota, Florida (present).
- **Country Club of Asheville** in Asheville, North Carolina (2016).
- **Myers Park Country Club** in Charlotte, N.C. (2013 - present).
- **Southern Pines Golf Club** in Southern Pines, N. C. (2007 - present).
- **Highland Country Club** in Fayetteville, North Carolina (2006 - 2010).
- **Raleigh Country Club** in Raleigh, North Carolina (2005 - present).
- **Pinecrest Country Club** in Raleigh, North Carolina (2005 - present).
- **Monroe Country Club** in Monroe, North Carolina (2004 - 2005).
- **Oconomowoc Golf Club** in Oconomowoc, Wisconsin (present)
- **Wilmington Island Club** in Savannah, Georgia (present)



G. GOLF COURSE PROJECTS OF SIMILAR SCOPE AND SCALE (PARTIAL LIST - **ALL DESIGN WORK SELF-PERFORMED BY RMGA**)

ARMY-NAVY COUNTRY CLUB IN WASHINGTON, D.C.

2011 - Builders Excellence Legacy Award: Renovation of the Year (Arlington)

Architect of Record since 2004; Dates of Construction: 2008-2012. Complete golf architectural services for phased renovation project. Scope of work includes construction documents bid and construction administration. Cost: \$10,000,000.00. Contact: Mr. Greg Scott, Director of Golf, Army Navy C. C., (703) 979-5826, greg.scott@ancc.org

COUNTRY CLUB OF ASHEVILLE IN ASHEVILLE, N.C. - ROSS ORIGINAL

Date of Construction: 2015. Restoration of original Donald Ross eighteen-hole championship golf course. Scope of work includes construction documents, bid and construction administration. . Cost: \$2,200,000.00 Contact: Mr. Michael Shoun, Director of Maintenance, McConnell Golf, (919) 231-6308, raleighcc@bellsouth.net.

BACON PARK GOLF COURSE IN SAVANNAH, GEORGIA - ROSS MUNICIPAL

Dates of Construction: 2013-2014. Complete restoration of original Donald Ross eighteen-hole golf course designed for the **City of Savannah**. Scope of work includes preparation of construction documents, bid and construction administration. Cost: \$1,900,000.00. Contact: Mr. O.C. Welch, O.C. Welch Golf, 1 Shorty Cooper Drive, Savannah, Georgia 31406, (912) 713-9907, ocwiii@gmail.com.

BLUE HERON GOLF COURSE IN STEVENSVILLE, MARYLAND - MUNICIPAL

One of Top 10 Short Courses in America - Golf Range Magazine

Date of Construction: 2002. Master planning, golf course design, preparation of construction documents, bid administration, and construction administration of an eighteen hole municipal golf course for Queen Anne's County, Maryland. Construction cost: \$2,500,000.00 Contact: Mr. Greg Todd, Queen Anne's County Parks and Recreation Department, 1945 4H Park Road, Centreville, MD 21617, (443) 262-2015, gtodd@qac.org

BOBBY JONES GOLF CLUB IN SARASOTA, FLORIDA - ROSS MUNICIPAL

Projected Date of Construction: 2021. Scope of work: Complete golf architectural services for an 18-hole Ross restoration, new 9-hole short course, new practice facility. Estimated cost: \$10,000,000.00. Contact Mr. Jerry Fogle, Director of Parks and Recreation, 1565 1st Street, Sarasota, FL 34236, (941) 263-6563, Jerry.Fogle@sarasotafl.gov.

BRAEMAR GOLF COURSE IN EDINA, MINNESOTA - MUNICIPAL PROJECT

Dates of Construction: 2014- 2017. New 18-hole golf course for **City of Edina, Minnesota**. Scope of work included golf architectural services, shaping, project management. Cost: \$5,400,000.00. Contact: Mr. Joseph Abood, General Manager, Braemar Golf Course, 6364 John Harris Drive, Edina, MN 55439, (952) 903-5754, jabood@EdinaMN.gov.

ERIE GOLF COURSE IN ERIE, PENNSYLVANIA - MUNICIPAL

Date of Construction: 2004- 2006. Master plan renovation of eighteen-hole A. W. Tillinghast golf course for the **City of Erie, Pennsylvania**. Scope of work includes permitting, preparation of construction documents, bid, and construction administration. Construction costs: \$1,420,000.00. Contact: Mr. Jim Casella, Deputy Director of Public Works, 6050 Golf Club Road, Erie, PA 16506, (814) 572-4817, jsvette86@aol.com.

HYANNIS GOLF COURSE IN BARNSTABLE, MA - MUNICIPAL

Dates of Work: 2013 - present. Renovation Business Plan for an eighteen-hole municipal golf course with pending projects as a result. Construction costs: TBD. Contact: Mr. Bruce McIntyre, Director of Golf, 1800 Route 132, Hyannis, Massachusetts 02601, (508) 362-2606, bruce.mcintyre@town.barnstable.ma.us.

ISLA DEL SOL YACHT & COUNTRY CLUB IN ST. PETERSBURG, FLORIDA

Development and preparation of a RBP and phased tee/bunker renovations for a private club in St. Petersburg, Florida. Construction cost: \$950,000.00. Contact: Mr. Kevin Sunderman, Golf Course Superintendent, 6000 Sun Blvd., St. Petersburg, FL 33715, (941) 447-5113, ksunderman@idsycc.com.

KELLER GOLF COURSE IN ST. PAUL, MINNESOTA - MUNICIPAL

2014 - Golf Magazine Renovation of the Year - Municipal

Date of Construction: 2012 - 2013. Complete renovation of eighteen hole municipal golf course. Scope of work includes construction documents, bid, and construction administration. Construction costs: \$4,145,000.00. Contact: Mr. Kevin Finley, Director of Golf Ramsey County Parks and Recreation, 2168 Maplewood Drive, Maplewood, MN 55109, (651) 307-2012, kcfinley@gmail.com

KEOWEE KEY GOLF & COUNTRY CLUB IN SALEM, SC

Dates of Construction: 2006 - 2018. Greens and sand bunker renovation project for private club in 2006 and fairway and tee project in 2018. Scope of work included permitting, construction documentation, bid, and construction administration. Construction costs: \$1,700,000.00 and \$4,200,000.00. Contact: Mr. Kevin McCracken, General Manager, 7 Frigate Drive, Salem, SC 29676, (864) 944-2312, kmccracken@keowee-key.com

LAKE FOREST COUNTRY CLUB IN HUDSON, OHIO

Architect of Record since 2013. Date of Construction: 2018 - 2019. Development and preparation of a Renovation Business Plan and Tree Management Plan for an 18 - hole Tom Bendelow golf course as well as Phase 1 of a restoration project including tees, fairway widening, fairway bunkers. Scope of work included permitting, preparation of construction documents, bid, and construction administration. Construction costs: \$700,000.00. Contact: Mr. Tom Bolon, Greens Superintendent, 100 Lake Forest Drive, Hudson, OH 44236, (330) 289 - 4715, tom.bolon@gmail.com.

METHODIST UNIVERSITY GOLF COURSE IN FAYETTEVILLE, N. C.

Date of Construction: 2020. Development of a Renovation Business Plan and phased renovations for a university golf course in Fayetteville, North Carolina. Scope of work includes permitting, preparation of construction documents, bid, and construction administration. Phase 1 Construction costs: \$250,000.00. Contact: Mrs. Sheila Kinsey, Vice President for Planning and Administration, (910) 630 - 7668, skinsey@methodist.edu.

MONROE C. C. IN MONROE, NORTH CAROLINA - ROSS MUNICIPAL

Dates of Construction: 2003 - 2004. Bunker renovation of an original Donald Ross municipal golf course. Scope of work included construction drawings, bid, and construction administration in two phases. Construction costs: \$140,000.00. Contact: Mr. Matthew Bunch, General Manager, (704) 361-1720, P. O. Box 13, Monroe, NC 28111-0013, mbunch@craftdevelopment.com.





MYERS PARK C. C. IN CHARLOTTE, NORTH CAROLINA - ROSS ORIGINAL
Dates of Construction: 2013 - present. Architect of Record of an original Donald Ross golf course since 2013. Construction projects include complete bunker restoration, greens, tees, and practice facilities. Scope of work includes construction documents, permitting, bid and construction administration. Contact: Mr. Mark Bado, General Manager, 2415 Roswell Avenue, Charlotte, NC, 28209, (704) 376-0741, mbado@myersparkcc.com.

OCONOMOWOC G.C. IN OCONOMOWOC, WISCONSIN - ROSS ORIGINAL
Dates of Construction: TBD. Currently preparing a Renovation Business Plan. Construction costs: TBD. Contact: Mr. Doug Lackey, Greens Chairman, 303 Golden Cedar Lane, Oconomowoc, Wisconsin 53066, (414) 975-9540, Lackeydoug1@gmail.com.



ORANGEBURG COUNTRY CLUB IN ORANGEBURG, SOUTH CAROLINA
2015 - South Carolina Golf Raters Panel Most Improved Course (of the past ten years) in the Midlands
Date of Construction: 2009. Complete restoration of original Ellis Maples eighteen-hole championship golf course including all tee complexes, green complexes, cart path, fairway bunkers, new driving range and short-game area. Scope of work included permitting, preparation of construction documents, bid, and construction administration. Costs: \$2,537,000.00. Contact: David Lackey, 2745 Griffith Drive NW, Orangeburg, SC 29118, (803) 534-6069, dlackey@orangeburgcc.com.

PINECREST C.C. IN LUMBERTON, NORTH CAROLINA - ROSS ORIGINAL
Architect of Record since 2010. Scope of work includes tree removal plan. Construction costs: \$100,000.00. Contact: Mr. John McKee, Club President, 5216 McLeod Road, Lumberton, NC 28358, (910) 734-1954, bubbaclyde3657@bellsouth.net



RALEIGH C. C. IN RALEIGH, NORTH CAROLINA - ROSS ORIGINAL
Home of 2006 & 2007 North Carolina Open
Date of Construction: 2005. Renovation master planning, sand bunker restoration, and new practice facility design of Donald Ross's last golf course. Scope of work included permitting, preparation of construction documents, bid, and construction administration. Construction costs: \$1,200,000.00. Contact: Mr. Michael Shoun, Director of Maintenance, McConnell Golf, 400 Donald Ross Drive, Raleigh, NC 27610, (919) 231-6308, raleighcc@bellsouth.net.



THE RESERVE GOLF CLUB IN PAWLEYS ISLAND, SOUTH CAROLINA
2015 - South Carolina Golf Raters Panel Most Improved Course (of the past ten years) in the Grand Strand
Date of Construction: 2010. Bunker renovation of Greg Norman golf course. Scope of work included permitting, preparation of construction documents, bid, and construction administration. Construction costs: \$450,000.00. Contact: Mr. Michael Shoun, Director of Maintenance, McConnell Golf, 18 reserve Drive, Pawleys Island, SC 29585, (919) 231-6308, raleighcc@bellsouth.net.



TANGLEWOOD GOLF PARK, CLEMMONS, N.C. - MUNICIPAL
Date of Construction: 2018. Restoration of Robert Trent Jones course including tees, greens re-grassing, rerouting of cart paths, tree clearing. Scope of work included permitting, preparation of construction documents, bid, and construction administration. Construction budget: \$2,500,000.00. Contact: Mr. Chris Weavil, Parks & Recreation Assistant Director, 4601 Clemmons Road, Clemmons, NC 27012, (336) 703-2501, weavilcs@forsyth.cc.

H. RMGA'S ABILITY TO MEET TIME AND BUDGET REQUIREMENTS (COST CONTROL METHODOLOGY)

Richard Mandell Golf Architecture begins with a preliminary cost estimate as a primary design tool in an effort to monitor and control project costs. Our preliminary cost estimates act as an anchor for our design, from the master planning stage all the way to construction. With realistic construction costs delineated in the preliminary phase of a project, RMGA derives quantities which best utilize the funds available.

These quantities are referenced throughout the detailed design process and become an integral element of the final design. It is easy for our firm to ensure proper funds are utilized on greens, tees, sand bunkers, drainage, and earthwork. With known quantities in the forefront of our thought process, we simply design to these quantities. For example, if our budget only allows 117,000 sf of greens construction, our Clients can be assured that the final plans will reflect that amount.

Proposed Features				
Hole	Tees (SF)	Greens (SF)	Fairways (AC)	Bunkers (SF)
1	8,380	6,460	3.25	4,910
2	10,430	6,020	2.41	1,430
3	8,380	6,150	1.40	3,040
4	7,680	5,780	2.89	7,230
5	6,990	6,560	1.99	3,180
6	7,940	6,400 *	0.00	5,160
7	8,640	5,770	1.59	2,050
8	8,640	6,160	1.75	7,590
9	7,290	6,380	2.15	0
10	7,490	6,370	0.04	2,030
11	7,940	5,610 *	1.83	4,060
12	5,570	6,710	3.34	7,590
13	6,490	6,120 *	1.07	2,870
14	7,880	5,400	0.10	2,630
15	6,280	6,500	1.32	3,500
16	5,680	6,610	3.11	5,730
17	10,230	7,030	2.12	4,390
18	13,460	7,580	4.56	6,690
Range	39,005	119,440	35.12	78,040
Totals	183,635	119,440	35.12	78,040

Keller Golf Course				
Construction Costs				
Midwest Region				
Item	A	B	C	Quantity
	Unit Cost	Unit Cost	Unit Cost	
Substation S-1	\$ 25,000.00	\$ 89,000.00	\$ 42,100.00	1.00
Service Trench	\$ 1,500.00	\$ 2,621.03	\$ 1,400.00	18.00
Tree & Service Plantation	\$ 3,000.00	\$ 3,600.00	\$ 4,990.00	32.00
Service, Clearing, L&C	\$ 4,000.00	\$ 3,800.00	\$ 11,100.00	1.00 AC
Service Clearing 30' Tree	\$ 100.00	\$ 243.00		483.00
Site Paving	\$ 3.00	\$ 2.33	\$ 1.48	16,339.00
MC Installation	\$ 0.20	\$ 0.83	\$ 0.03	113,824.00
Perimeter Service Control Batten			\$ 6,810.00	3.30
Tree Protection	\$ 2.00	\$ 3.23	\$ 1.40	1,260.00
Site Protection	\$ 150.00	\$ 48.00	\$ 71.40	114.00
Construction Entrance	\$ 3,100.00	\$ 2,000.00	\$ 4,890.00	1.00
6" Crown Tapered - Imp. Subgrade, Batten (CV)	\$ 4.20	\$ 2.80	\$ 6.90	28,520.00
Bulk Bunker (CV)	\$ 3.00	\$ 2.20	\$ 3.80	139,000.00
Final Construction (CV) - leveling put	\$ 6.00	\$ 3.23	\$ 10.30	1,743.00
Final Gate				
	\$1.25	\$1.25	\$ 1.00	63,614.00 SF
Bulk Bunker - Rock (CV)	\$ 30.00	\$ 48.00	\$ 30.00	na
AD Perimeter Signage			\$ 200,000.00	na
Tree Complete Signage (CV)	\$ 0.48	\$ 0.48	\$ 169.47	1.00
Plastic Tree 4" Potted (page 10 - general (S.F.))	\$ 8.00	\$ 7.10	\$ 8.43	970.00
6" Inlet HDPE Pipe 20' (2' AD)	\$ 9.00	\$ 8.00	\$ 9.23	11,040.00 LF
6" Inlet HDPE Pipe 20' (2' AD)	\$ 11.00	\$ 9.00	\$ 10.10	2,250.00 LF
12" Inlet HDPE Pipe 20' (2' AD)	\$ 14.00	\$ 12.00	\$ 14.10	663.00 LF
12" Inlet HDPE Pipe 20' (2' AD)	\$ 18.00	\$ 13.00	\$ 14.80	333.00 LF
12" Inlet HDPE Pipe 20' (2' AD)	\$ 28.00	\$ 22.00	\$ 21.90	272.00 LF
Shoring, 10' x 10'	\$ 150.00	\$ 150.00	\$ 244.00	104.00
Crane Bases	\$ 325.00	\$ 325.00	\$ 1,000.00	10.00
Final Control Structure			\$ 13,400.00	1.00
Removal 12" x 20' PP				na
Asphalt/Gravel	\$ 25.00	\$ 25.00	\$ 89.90	1,895.00 SF

State of the art computer technology and leading edge applications enable Richard Mandell Golf Architecture to enhance the management of the design process and control costs. A CAD-generated base becomes the ideal tool to assure proper quantities and field control. Our AutoCAD abilities allow for constant monitoring of quantities at the press of a button at any time during the design process, ensuring proper cost controls.

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The thoroughness of an RMGA construction document package is directly reflected in minimal field adjustments during construction. It is our contention that all design considerations should be addressed on the drawing board and not while machinery is running in the field. There is no excuse for adjusting strategic or playability concerns in the field. Every feature is well thought out on paper and properly transferred to the field. Field adjustments are adjustments to the field, not adjustments to the design.

The ability to control quantities and costs based on preliminary estimates, state of the art computer technology, and proper field work are ways that Richard Mandell Golf Architecture controls costs for all our projects from initial field visit to opening day. This philosophy is a true minimalist attitude: Knowing what our Clients' limitations are and creating memorable facilities with change to spare.



a. **Number of Estimates of Probable Costs:** Richard Mandell Golf Architecture develops estimates of probable costs at the conceptual stage, preliminary stage, design development stage, and construction documentation stage for each project. Within each of these stages, the estimates of probable costs are updated as the design evolves based upon Client or consultant input.

[illegible]

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- b. **Corrective Actions To Take If Budget is Exceeded or Can Be Reduced:** Once a project scope is agreed upon, simple value engineering of quantities is the first step of corrective action RMGA can take in the design process. But through our Cost Control Methodology throughout the design process, RMGA doesn't encounter such situations.

If it appears the final budget may be exceeded prior to bid process, RMGA will suggest alternate materials or reduce quantities as necessary to the point that the design intent of the project is not compromised. If it appears that a project can be achieved at a much lower cost, RMGA will suggest added value in an upgrade of materials or an expansion of scope of work to match the available funds.

c. **Project Cost Control Comparisons:**

1. **Bacon Park Golf Course - front nine (Municipal Ross Course)**

- a. Bid Date: **May 2014**
- b. # of Bids: **3**
- c. Final Cost Estimate: **\$973,372.38**
- d. Bid Award Final Amount: **\$997,000.00 (Additional clearing)**
- e. Final Project Cost: **\$965,000.00**

2. **Bacon Park Golf Course - back nine (Municipal Ross Course)**

- a. Bid Date: **December 2014**
- b. # of Bids: **5**
- c. Final Cost Estimate: **\$1,189,341.68**
- d. Bid Award Final Amount: **\$1,106,316.00**
- e. Final Project Cost: **\$952,706.78**

3. **Keller Golf Course (Municipal)**

- a. Bid Date: **September 2012**
- b. # of Bids: **5**
- c. Final Cost Estimate: **\$4,419,719.99**
- d. Bid Award Final Amount: **\$4,077,248.34**
- e. Final Project Cost: **\$4,144,387.49 (extra erosion control and a retaining wall)**

4. **Country Club of Asheville (Donald Ross Original)**

- a. Bid Date: **April 2016**
- b. # of Bids: **3**
- c. Final Cost Estimate: **\$2,172,767.42**
- d. Bid Award Final Amount: **\$2,199,717.07**
- e. Final Project Cost: **\$2,039,346.97**

5. **Braemar Golf Course (Municipal)**

- a. Bid Date: **June 2016**
- b. # of Bids: **6**
- c. Final Cost Estimate: **\$6,451,452.28**
- d. Bid Award Final Amount: **\$5,349,957.93**
- e. Final Project Cost: **\$5,303,712.83**



Site Visit Report

Bacon Park Golf Course Savannah, Georgia

Prepared by: Richard Mandell
Date of report: 6/14/15
Date of visit: 6/11/15
Conditions: Thunderstorms; then clearing
People Present: O.C. Welch, Don Hemmerle, Ron Freund, Santos Vasquez, Marc Burger, Richard Mandell

General Notes:

1. Ron will confirm the painted square footage of all painted sand bunkers throughout the construction process with the Trimble, keep a running tab of the overall sizes, notify everyone as to how the sizes compare to the construction drawing sizes, and make adjustments as needed with Richard in order to keep within the sand bunker square footage budget.
2. It was confirmed that the only grass conveyance swales are on hole 14 and we are taking them out of the budget.
3. It was also confirmed that everything else that resembles a ditch is a ditch and that we will grass to the edges and leave the bottoms bare.
4. It was also agreed not to completely take out any more tee boxes but that all can be lowered to no lower than 18 inches off the ground.
5. Once the right fairway mound on hole #12 is softened by 5%, make it the prototype for all the mounds on the course.
6. Shape each greenside mound with no more than two depressions on the sides.
7. Steepen greensides just slightly and vary sides more vertically than horizontally.

Hole by Hole Notes:

Hole #10

1. Richard painted all the sand bunker lines for SB37 and SB38 for the first time. Santos will preserve the lines with flags.

Hole #11



2. RMGA'S PREFERRED COST ESTIMATING TECHNIQUES

Richard Mandell Golf Architecture utilizes an in-house database spreadsheet of line-item unit pricing collected over the company's 28-year existence that is routinely updated based upon their most recent projects and discussions with contractors and vendors. RMGA knows exactly how these unit prices are derived, by whom, and what the specifications are that define those unit prices.

3. RMGA CONSTRUCTION QUALITY ASSURANCE & VALUE ENGINEERING

Richard Mandell Golf Architecture's approach to a successful golf course project in the ground involves detailed construction drawings and involvement in the field on a regular basis. Richard visits most sites on a weekly basis, never going two weeks without spending significant time on site working with the contractor and the client. This assures neither design intent nor construction quality is compromised in the field.

RMGA's computer capabilities allow for extreme accuracy in design drawing production that translates to efficiencies in the field beginning day one. Rather than interpreting vague design concepts, the contractor can get right to work knowing the design ideas have been worked out prior to shovels going in the ground, not while bulldozers are running.

Unlike others, Richard makes sure his design intent is realistic as he works out all of the detailed grading himself on paper first. He expects the contractor to follow the plans because Richard knows they work. This allows for improvements in the field to gain even more value and success rather than adjusting things in the field just to "make it work".

As detailed as RMGA's CD's may be, Richard's typical specification book approaches 200 pages and becomes more and more detailed as his experience increases.

As the process relates to Cost Control Methodology, one of Richard's most important tools in the field is his spreadsheet of proposed quantities and unit prices to assure the project stays within the designated budget. As improvements are suggested on site, Richard can ensure that costs are controlled by balancing additions with reductions that will not compromise the quality of the project.

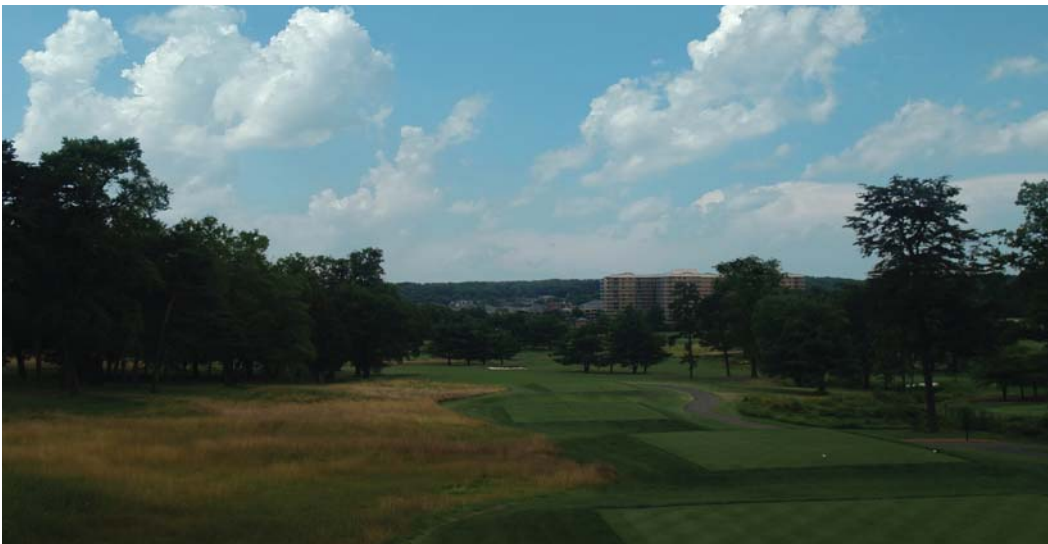
Value engineering is a standard component of all design procedures undertaken by RMGA. RMGA will provide additional design revisions (with applicable drawings) as well as updated analysis and design recommendations throughout the life of the project.



I. RMGA'S TEE SHOT DISTANCE EQUITY PROCESS (TSDE)

Over the past fifteen years, Richard Mandell has refined his approach to tee box layout with the over arching goal of equalizing the game for all levels of play. Typically, multiple tee boxes are planned out in such a way as to get all golfers to the same point in the fairway from the tee. Unfortunately, equality ends there as two players rarely have the same club into the green. The same distance yes, but not the same club.

Richard's theory (which has pre-dated Tee it Forward by a decade) is based on multiple landing areas for golfers which lead into multiple tee boxes as well. If Tee Shot Distance Equity is carried out properly, as long as golfers play from the set of tees that matches their swing speed and hit their average tee shot, each golfer should be hitting the same club to the target. In other words, instead of everyone playing from 150 yards, everyone should be playing a seven-iron from different spots within the landing area.



TSDE is based upon how far golfers hit golf balls, which is based on how fast different golfer types swing the golf club more than their actual handicap. RMGA has analyzed the typical swing speed guidelines for golfers based upon age and gender. These guidelines help determine the need for specific tee boxes for golfers along with the design goal of utilizing as many clubs in one's bag from hole to hole:

- 120+ mph: Male Tour Pro.
- 110-119 mph: Male Club Pro.
- 100-109 mph: 18-35 year old male.
- 90-99 mph: 30-55 year old male and Lady Tour Pro.
- 80-89 mph: 50-60 year old male and Lady Club Pro.
- 75-79 mph: 20-30 year old female.
- 70-79 mph: 60-70 year old male and 30-45 year old female.
- 65-69 mph: 70-80 year old male and 45-60 year old female.
- 60-65 mph: 60 -70 year old female.

Richard's work has revealed how important it is to have a set of tee boxes in the 4,400 - 4,800 yard range and that five or more sets of tees (not necessarily tee boxes) are crucial to the enjoyment of the game for all playing levels.

J. RMGA DESIGN PHILOSOPHY

Richard Mandell Golf Architecture has a strong commitment to golf course architecture and the primary task at hand, designing great golf courses. After two decades of golf design, it is evident that the four cornerstones of our design success- tradition, enjoyment, character, and a passion for the game of golf have been essential to our longevity in the business. A golf architect with longevity in mind will deliver proper design specifically for the client and the golfer.



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GOLF IS ABOUT TRADITION. From the beginnings of golf at St. Andrews to Donald Ross to the Maples family and Pinehurst, Richard has a legacy few golf architects can claim. This direct professional lineage from the origins of the game to twenty-five years practicing golf architecture provide Richard with the experience and understanding to create golfing masterpieces.

Richard's knowledge of the history of golf architecture is unparalleled among peers. Historical reference provides a solid understanding of not just the art of golf architecture, but the practical applications of the game as well. The result is that Richard Mandell Golf Architecture follows through with a client's initial goals and provides solutions that are inspiring, yet responsible.

GOLF IS ABOUT ENJOYMENT. Enjoyment of the game is of primary importance when we design a golf course. It is very easy to make a difficult golf course. But it is a special talent that Richard Mandell Golf Architecture has to create a quality golf experience that is a challenge for all golfers, yet also a pleasure to play. Without a healthy respect for the difficulty of the game, the largest segment of the golfing market may not be considered in the design process. We design a golf hole so that each golfer hits the most appropriate club despite differences in ability. A Richard Mandell golf course allows golfers of varying abilities to determine their own strengths and weaknesses.



Proper selection and placement of hazards for a positive purpose is the key to achieving this objective. The appealing result is that construction and maintenance costs are minimized in the process. Fewer hazards, yet placed in the correct spots to challenge the player, translate to a broader market and more success for the client. Providing golfers a fun and enjoyable round of golf translates into repeat play and financial success for the golf course developer.



GOLF IS ABOUT CHARACTER. The character of each individual landscape is the driving design force behind a Richard Mandell project. The site is what determines Richard's design standards and is what ensures individuality among his projects. Each of his designs weaves the basic design principles of balance, harmony, and proportion into the lay of the land. Every step in the design process - from initial routing to planning of each golf hole - is derived from the attributes of the land.

Because he allows the land to dictate his design and doesn't let a 'signature look' affect his decisions, Richard's true signature is what the ground itself reveals and is apparent in his versatility from site to site. The result is a clear vision of a great product, clearly communicated to the client.

GOLF IS ABOUT PASSION. Passion is what makes golfers a unique breed. Richard Mandell Golf Architecture breathes passion into golf courses with an unparalleled approach to strategy that the great architects of the past duly recognized. Richard's strategic philosophy can be summed up in one phrase, *"hazards are to challenge, not penalize."* A Richard Mandell Golf Architecture design does not have an inordinate amount of sand bunkers. Nor do his layouts require movement of hundreds of thousands of yards of dirt. Hazards are well-placed to challenge the golfer in the singular pursuit of par. Subtle sculpting of the land enhances the natural beauty of the property and creates additional challenge for all golfers. The pursuit of par is what passion for the game is all about. A Richard Mandell golf course allows all players that pursuit.



K. RMGA'S TREE MANAGEMENT PLAN

Richard Mandell is the first golf course architect in the world and one of only two who also is a Certified Arborist (since 2008). As tree encroachment becomes more and more of an issue on older golf courses, it takes more than the need to improve playing conditions to convince non-golfers that trees may need removal.

Hole 2

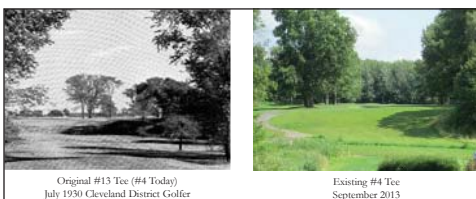
The second hole is one of the most narrow holes at Lake Forest Country Club, which provides it's challenge. Yet there are too many trees along the edges and further off line which create narrow playability issues. By leaving a few key trees along the fairway sides, the golf hole can still maintain its narrow challenge but in a more playable and strategic way rather than in such a penal fashion. Shade and drainage issues will be greatly improved as well.

Removing trees along the right side from the landing area to the green will expose the natural mounds currently hidden by the tree masses and bring more character to the hole.

Tree #72 12" Crabapple Visible decay. Messy tree; drops fruit. Slows maintenance.	Tree #73 40" Pin Oak Tree shade issues. Too close to cart path.	Tree #74 20" Sugar Maple Playability: Poor landscape value. Distracts from others.
Tree #75 26" Sugar Maple Girdled roots. Codominant stems. Playability	Tree #76 7" Sugar Maple More than 50% decay in trunk. Crowded by others.	Tree #77 27" American Chestnut Crowds others visually. Cankers & burls. Girdled roots.
Tree #78 11" Sourgum Playability.	Tree #79 17" Sweetgum Girdled roots. Playability.	Tree #80 14" Sourgum Girdled roots. Playability.
Tree #81 17" Eastern White Pine Playability.	Tree #82 17" Eastern White Pine Playability.	Tree #83 17" Eastern White Pine Girdled roots. Playability.

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Often times, those trees possess arboricultural reasons to be removed strictly to protect the safety, health, and welfare of the general public. Richard Mandell Golf Architecture's Tree Management Plan Process involves a detailed survey of a golf course's trees to determine overall health, dangerous conditions, and other reasons for potential removal. Richard prioritizes his decisions in the following manner: Golfer Safety, Tree Health, Golf Course Conditioning, Strategy & Playability, Aesthetics.



The conflict between trees and grass at Lake Forest Country Club was already quite apparent as additional clearing began shortly after the golf course was operational. An undated photograph (below right) shows significant clearing behind today's ninth green when compared to a similar view from the September 1930 Cleveland District Golfer magazine. Based upon the dress of the golfer in the undated photograph and the fact that the golf course ceased play in 1942, it is apparent that tree clearing began within about a decade of opening.



As late as 1951, the Lake Forest Country Club site was largely devoid of trees, particularly west of Brandywine Creek. But according to newspaper reports and the club's own records, members soon began planting trees, quickly straying from the original Bendelow design and narrowing the fairways in the process. The fairways had already shrunk to an average width of 45 yards prior to the additional plantings, a 14% contraction from the original Bendelow design.

According to Club records, in 1955, "Turkey red and sugar maples and pin oaks were planted in firm hazards and mark parallel fairways." In 1956, "Fifty willow trees were planted behind and on the side of then sixteen green (four today) in still in erosion control." According to the March 16, 1958 Cleveland Plain Dealer the following year more trees were planted, "On the golf course, the club last year planted some 1,000 trees and is adding another 1,000 this year. This is to separate the fairways and better outline the links."



April 21, 1951 Aerial Photograph (above)
June 14, 2014 Aerial Photograph (below)



A comparison of the above aerial photos best describes the addition and encroachment of trees at Lake Forest Country Club over time, which has dramatically changed the original design intent of Tom Bendelow's fifty-yard plus fairways. With such narrow fairways today (23 yards), much of the design strategy (optional angles of play from each side of a fairway) provided through Bendelow's width is lost. In its place is a penal runway strategy requiring only one choice for each shot (hit it straight).

If a tree requires removal or treatment based upon RMGA evaluation, the team will identify the tree's species, measure its caliper at DBH, locate it utilizing GPS, and diagnose and record the reasons for action. In addition, RMGA utilizes Sunseeker to determine which trees may affect available sunlight for turf growth. Removal of trees to increase sunlight determined with very specific sun patterns avoids needless removal of trees.

L. IN - HOUSE GOLF COURSE SHAPING SERVICES

Attention to detail. Striving to make all the pieces fit together seamlessly. Tirelessly pursuing the best possible solution no matter the problem. These are all ways to describe a team that thrives on craftsmanship from the drawing board to the field, Richard Mandell Golf Architecture.

The RMGA Team's focus is never-ending when it comes to each and every project. Starting with a firm foundation of base mapping coupled with detailed study of a site, RMGA not only endeavors to ensure design solutions work on paper, the team takes advantage of those efforts to make everlasting improvements in the field as well, allowing for the best possible solutions to be achieved.

Led by long-time shaper and project representative Marc Burger, the RMGA Team shapes on-site, crafting golf features which seamlessly blend with the ground. They focus on connecting natural characteristics of ground features into the strategy of each hole. Richard Mandell knows that the best effort produced by his team is the detailed feature shaping and bunker construction in the field that transforms the site into award-winning, memorable golf holes.

Richard Mandell Golf Architecture can provide Golf Course Shaping Services as an independent contractor or as a sub-contractor to a golf course construction company during construction of the golf course portions of the project (including practice facility, etc.). Tasks typically include:

- a. Review of construction specifications and documents prior to construction to coordinate the construction process with golf course contractor.
- b. Daily communication during the construction process with City Staff and the Golf Course Contractor as to construction progress and to keep the City abreast of any upcoming critical decisions that must be made..
- c. Act as a liaison through daily site meetings with all parties to review the day's schedule and address any issues which require resolution.
- d. Act as a liaison to review proposed change orders to ensure their necessity beyond what is already expected of the construction contract.
- e. Conduct weekly meetings to review the past week's progress, construction costs, and the following week's schedule.
- f. Communicate directly with the RMGA Team on a daily basis to review the construction progress, discuss any pending revisions to the design, and work through specific shaping tasks per RMGA construction documents.
- g. Work with the Contractor on a daily basis to maximize efficiencies and time to mutually meet the project deadline.



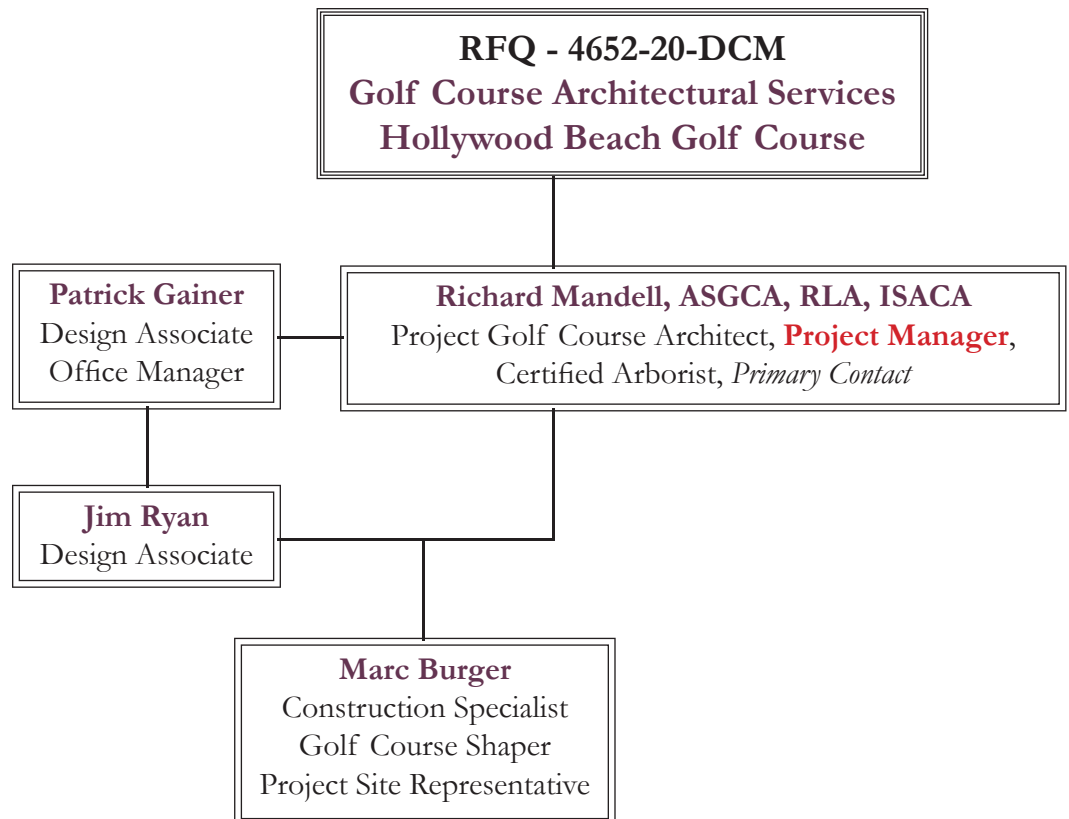
III. ORGANIZATIONAL PROFILE & PROJECT TEAM QUALIFICATIONS

Richard Mandell Golf Architecture has been in business for **28 years** as a provider of complete golf course architecture services, which expressly includes golf course site and master planning, renovation of existing golf courses, complete construction document preparation, bid administration, construction administration, golf course shaping, and construction management for municipal golf courses.

Since 1992, Richard Mandell Golf Architecture defines itself on the service it gives to its clients. From the request for proposal to opening day and beyond, RMGA works hard to minimize response time in an effort to maximize efficiencies and limit interruptions in the design and construction process. Prioritizing tasks within the office always begins with how to keep sub-consultants, contractors, or government agencies forging ahead in the process, while a well-established system of processes allows the RMGA staff to meet challenging deadlines to accomplish more than expected without compromising quality.

Richard prides himself on the idea that when a client hires RMGA, they get Richard and his firm for life. Richard does not believe in “walking away” upon completion of a project. Instead, he urges his clients to never think twice about when he can assist them. Numerous references (most included within these pages) can give direct testament to that fact.

A. RMGA ORGANIZATIONAL CHART



B. RMGA TEAM MEMBER CONTRIBUTING ROLES

RMGA staff members work in a collaborative effort to establish an unimpeded flow of information with open communication throughout the life of a project. Collaboration ensures a variety of design solutions from different professional perspectives are taken into account to assure the best product for our clients.



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Firm roles for the Hollywood Beach Golf Course project include:

- Principal **Richard Mandell** will serve as the lead golf course architect and **Project Manager** for the life of the project. He will be the staff member to provide master planning services, strategy development, and grading and shaping details for all golf course features. Richard will also make the vast majority of site visits from initial planning through the construction process. Richard will be the primary contact to the City.
- Design Associate **Patrick Gainer** will provide GPS services, all construction documentation for the project, cost estimating and design support.
- Design Associate **Jim Ryan** will provide design support, earthwork calculations, quantity control, and social media.
- Construction Specialist **Marc Burger** will advise on construction considerations, technical specifications, and potential shaping of features.

C. RMGA PROJECT TEAM MEMBER RESUMES
RICHARD MANDELL, PRESIDENT
GOLF COURSE ARCHITECT
PROJECT MANAGER

FLORIDA LANDSCAPE ARCHITECT #6667471
MINNESOTA LANDSCAPE ARCHITECT #54483
NORTH CAROLINA LANDSCAPE ARCHITECT #1169
SOUTH CAROLINA LANDSCAPE ARCHITECT #751
CERTIFIED ARBORIST



BACHELORS OF LANDSCAPE ARCHITECTURE,
UNIVERSITY OF GEORGIA 1990

Richard Mandell will be lead Golf Course Architect and Project Manager for the Hollywood Beach Golf Course project and will be the primary contact to the City.

PROFESSIONAL EXPERIENCE WITH FIRM (SELECT PROJECTS):

GOLF COURSE ARCHITECT/PROJECT MANAGER (PARTIAL LIST):

(Responsibilities include site planning, golf course design, environmental compliance, construction management)

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- ❖ Army-Navy Country Club (54 hole renovation) Washington, D.C.
- ❖ Country Club of Asheville (Donald Ross Restoration), Asheville, NC
- ❖ Bacon Park Golf Course (Donald Ross Municipal Restoration), Savannah, GA
- ❖ Beechmont Country Club (Phased Restoration and RBP), Cleveland, OH
- ❖ Blue Heron Golf Course (18 hole Municipal golf course), Stevensville, MD
- ❖ Bobby Jones Golf Club (Donald Ross Municipal Restoration), Sarasota, FL
- ❖ Braemar Golf Course (new 18 hole municipal course), Edina, Minnesota
- ❖ Creekside Golf & Country Club (18 hole golf course), Hiram, Georgia
- ❖ The Easton Club (new 18 hole golf course), Easton, Maryland
- ❖ Erie Golf Course (A. W. Tillinghast municipal renovation), City of Erie, PA.
- ❖ Greenfields Golf Park (18 hole golf course), Berlin, Maryland
- ❖ Highland C. C., (Donald Ross Restoration), Fayetteville, NC
- ❖ Hyannis Golf Course (Municipal Renovation Business Plan) Barnstable, MA
- ❖ Isla Del Sol Yacht & Country Club (phased renovations), St. Petersburg, FL
- ❖ Keller Golf Course, (18 hole municipal renovation), St. Paul, MN
- ❖ Keowee Key Golf & Country Club (18 hole renovation), Salem, SC
- ❖ Monroe Country Club (Donald Ross Municipal Restoration), Monroe, NC
- ❖ Myers Park Country Club (Donald Ross Restoration) Charlotte, NC
- ❖ Oconomowoc Golf Club. (Donald Ross RBP), Oconomowoc, WI
- ❖ Orangeburg Country Club (18 hole renovation), Orangeburg, SC
- ❖ Pinecrest Country Club. (Ross architect of record), Lumberton, NC
- ❖ Raleigh Country Club (Donald Ross renovation), Raleigh, NC
- ❖ Reserve Golf Club (Bunker renovation), Pawleys Island, SC
- ❖ Seaford Golf & Country Club (9 hole addition), Seaford, Delaware
- ❖ Tanglewood Park (municipal bunker restoration), Clemmons, NC
- ❖ Water's Edge Country Club (18-hole complete renovation), Penhook, VA

MASTER PLANNING:

Responsibilities include site review and analysis, market analysis and design alternatives with concentration on environmental impacts to site, economical design approach.

- ❖ Ancol G.C., Jakarta, Indonesia
- ❖ Arabia Golf Club (renovation concepts) Raeford, North Carolina
- ❖ Chesapeake Resort Golf Course, Chestertown, Maryland
- ❖ Gunpowder G.C., Laurel, Maryland
- ❖ Piney Creek Golf Course, Chester, Maryland
- ❖ Pintail Point, Queenstown, Maryland
- ❖ Riddle Farm, Berlin, Maryland
- ❖ Riverview G.C., Hot Springs, AK
- ❖ Tudor Hall Golf Club, Leonardtown, Maryland
- ❖ Walterboro Country Club Walterboro, SC
- ❖ Waterloo Golf Club, 18 hole golf course, Cleveland, NC

RELATED PROFESSIONAL EXPERIENCE:

Originator, Symposium On Affordable Golf - An annual two-day conference started in 2010, The **Symposium On Affordable Golf** raises awareness and understanding of the challenges of the golf industry through open discussion, exchange of ideas and highlighting successes that promote the health and sustainability of the game of golf.

Author, Pinchurst ~ Home of American Golf (The Evolution of a Legend), 2007 International Network of Golf Book of the Year

Author, Golf Architecture: A Worldwide Perspective and Favourite Holes by Design: The Architect's Choice.

Blog Content Provider, Golf Today: Its Players Events and Playing Fields, Washington Times.com Communities

Independent Writer, focusing upon Golf Course Architecture, providing exposure and insight into architectural doctrines and principles, past and present. His articles have appeared in Golf Illustrated Magazine, Links Magazine: The Best of Golf, GolfInc. Magazine, Golf Course Architecture Magazine.

1997 - 2015

Visiting Instructor, North Carolina State University, PRT 412: Special Topics in Golf Course Design. Richard teaches a full semester course on the basics of golf course design for The Parks, Recreation, and Tourism Department for North Carolina State University. The course covers history, the business of golf, construction, real estate golf, the environment, renovation, etc. Prior to 2007, the class was taught in the Landscape Architecture Department.

1992

Design Associate, Denis Griffiths & Associates, Braselton, Ga.

Areas of concentration: Golf Course Design, Construction Document Preparation, Marketing, Renovation Consultation, Earthwork Volumes Analysis, Construction Management, Feasibility Studies, Strategy Development.



Projects with Firm (partial list):

- ❖ The Legends Course at Chateau Elan, Braselton, Georgia
- ❖ Palm Green G & CC, Malaysia
- ❖ Shiun Golf Course, Shiun, China
- ❖ Thai Country Club, Chao, Thailand

1990 - 1992

Design Associate, Dan Maples Design, Inc., Pinehurst, N.C.

Areas of concentration: Contract Preparation, Job Costing, Golf Course Routing, Construction Document Preparation, Earthwork Volumes Analysis, Construction Management, Feasibility Studies, Strategy and Design Development.

Projects with Firm (partial list):

- ❖ Forsyth C.C., Winston-Salem, NC
- ❖ Grandfather Mountain G & CC, Linville, NC
- ❖ Oneloa Golf Course, Hilo, HI
- ❖ Sound Golf Links, Hertford, NC

OTHER:

Full Member, American Society of Landscape Architects

Alumni President, UGA School of Environmental Design, 1997-1998, 2004-2006.

Member, International Society of Arborists

Member, USGA Museum Committee



FEATURED SPEAKER (PARTIAL LIST):

Golf Industry Show, Las Vegas, NV (February 2012)

- ❖ “Innovative Superintendents: Save the Time, Money and Stress... Call Your Architect”

Ohio Turfgrass Foundation Annual Conference, Columbus, OH (December 2011)

- ❖ “Defining Sustainability: Panel Discussion”
- ❖ “Can Minimal Maintenance Maximize Your Golf Course?”
- ❖ “Lessons to be Learned from the Golden Age of Architecture”

USGA Southeast Regional Meeting, Charlotte, NC (March 2011)

- ❖ “Returning the Game to Affordability – How Less Can Actually Be More”

South Carolina Golf Course Ratings Panel, Myrtle Beach, SC (March 2011)

- ❖ “When Aesthetics Dominates Strategy, Design Becomes Decoration”

CGCSA Conference & Trade Show, Myrtle Beach, SC

- ❖ “How To Do More With Less – Renovation & Construction” (November 2009)
- ❖ “Is Golf Course Restoration A Legitimate Endeavor?” (November 2005)

Golf Digest Panelist Summit, Pinehurst, North Carolina (October 2007)

- ❖ “Pinehurst ~ Home of American Golf”

Crittenden GolfInc Show, Bi-annually from September 2001 - 2014 (various topics)

Tillinghast Association Annual Meeting, Shawnee-on-Delaware, PA (Oct. 2001)

Restoration & Renovation Conference, Charleston, S.C. (November 1999)



PATRICK GAINER
DESIGN ASSOCIATE

Bachelors of Landscape Architecture
University of Illinois at Urbana - Champaign, 2019

Patrick will provide GPS services, all construction documentation for the project and contribute to the design process.

PROFESSIONAL EXPERIENCE WITH FIRM:

DESIGN ASSOCIATE:

Responsibilities include Design Development, Bid and Construction Administration, Construction Document Preparation, Marketing, Business Development, Presentation Graphics, Website Maintenance.

- ❖ Beechmont Country Club in Cleveland, Ohio
- ❖ Bobby Jones Golf Course in Sarasota, Florida
- ❖ Lake Forest Country in Hudson, Ohio
- ❖ Myers Park Country Club in Charlotte, North Carolina

RELATED PROFESSIONAL EXPERIENCE:

2019 - 2020, Assistant Project Manager, Wadsworth Golf Construction Company

Responsibilities include layout of fairway drainage, bunker drainage, grassing lines, cart paths, and tees; Check and adjust grades for drainage purposes; Grid and modify greens to suit architects design; Record daily as-builts using GPS; Manage and oversee small construction crews.

2019 - 2020, Designer, Tim Liddy & Associates

Responsibilities include As-built drawings of on-site drainage; Construction documentation including grading and clearing plans as well as construction details.

2018, Designer, Wingreen Landscape

Responsibilities include generation of models for potential and ongoing projects; Cost estimating; Base map preparation; Plan Renderings: Construction details and perspectives; Tree surveys; Ordering and organization of plant material, seating, and park equipment.



JIM RYAN
DESIGN ASSOCIATE

Bachelors of Science, Marketing; Economics Minor
Pennsylvania State University, 2016



Jim will provide design support, earthwork calculations, feature quantity control, social media, and cost estimating responsibilities.

PROFESSIONAL EXPERIENCE WITH FIRM:

DESIGN ASSOCIATE:

Responsibilities include Construction Document Preparation, Job Costing, Marketing, Social Media, Business Development, Presentation Graphics.



- ❖ Beechmont Country Club in Cleveland, Ohio
- ❖ Bobby Jones Golf Course in Sarasota, Florida
- ❖ Braemar Golf Course in Edina, Minnesota
- ❖ Keowee Key Golf & Country Club in Salem, South Carolina
- ❖ Lake Forest Country in Hudson, Ohio
- ❖ Myers Park Country Club in Charlotte, North Carolina
- ❖ Oconomowoc Golf Club in Oconomowoc, Wisconsin

RELATED PROFESSIONAL EXPERIENCE:

2018 - 2019, Assistant Project Manager, Mottin Golf Course Renovations

Responsibilities include construction crews supervision, project billing and budgeting, project scheduling, client relations, material and equipment ordering, site coordination between client, contractor, and architect, Communication with permitting agencies.

Projects with Firm (partial list):

- ❖ Spring Lake Golf Club in Spring Lake, New Jersey
- ❖ Laurel Creek Country Club in Mt. Laurel, New Jersey
- ❖ 1912 Club in Plymouth Meeting, Pennsylvania
- ❖ Knickerbocker Country Club in Tenafly, New Jersey
- ❖ New Canaan Country Club in New Canaan, Connecticut
- ❖ Beacon Hill Country Club in Atlantic Highlands, New Jersey



MARC BURGER
CONSTRUCTION SPECIALIST
GOLF COURSE SHAPER
PROJECT SITE REPRESENTATIVE

Bachelors of Science in Landscape Design
SUNY-Cobleskill, 1984

Bachelors of Landscape Architecture
University of Georgia, 1988

Marc will advise on construction considerations, technical specifications, and potential shaping of features.

**PROFESSIONAL EXPERIENCE WITH RMGA AS SHAPER/
PROJECT REPRESENTATIVE (SINCE 2009):**

- ❖ Bacon Park Golf Course in Savannah, Georgia (Donald Ross Original)
- ❖ Braemar Golf Course in Edina, Minnesota (new construction)
- ❖ Country Club of Asheville in Asheville, North Carolina (Donald Ross Original)
- ❖ Orangeburg Country Club in Orangeburg, South Carolina

RELATED PROFESSIONAL EXPERIENCE:

1992 - 2006, Independent Shaper for Medalist Golf, Landscapes Unlimited, Wadsworth Golf

2007 - 2009, Project Manager and Shaper, **Course Doctors**

2010 - Present, Independent Shaper for Medalist Golf, Landscapes Unlimited, Wadsworth Golf



SELECT GOLF COURSE PROJECT EXPERIENCE:

- ❖ Trump National at Bedminster, Bedminster, New Jersey (renovation)
- ❖ Kingsmill Golf Club, Williamsburg, Virginia (renovation)
- ❖ The Ocean Course at Sea Pines, Hilton Head, South Carolina (renovation)
- ❖ Palm Beach Polo and Country Club, Wellington, Florida (new construction)
- ❖ Bluejack National, Montgomery, Texas (new construction)
- ❖ El Cardonal, Cabo San Lucas (new construction)
- ❖ Caledonia Golf and Fish Club, Pawleys Island, S. C. (new construction)

IV. RMGA'S APPROACH TO SCOPE OF WORK

A. UNDERSTANDING OF THE CITY'S NEEDS, GOALS, OBJECTIVES

It is Richard Mandell Golf Architecture's understanding that the City of Hollywood Beach intends to restore and improve the Hollywood Beach Golf Course (HBGC) and clubhouse with historical reference to the original 1920's design. The work to be accomplished under the Contract includes, but is not limited to, a re-alignment of the course to accommodate a new clubhouse with a parking lot in the SW corner of the property per the original design.

Renovation work will include adjustments to the drainage profile of the golf course to raise the east side of the golf property to allow faster recovery after rain events (under separate consultant), renovation of the tees, fairways, bunkers, rough, and greens for all eighteen holes, and professional guidance regarding landscaping, irrigation and all required site work. Additional elements of the project include design of a perimeter multi-use path on the north and west sides of the property.

The City is seeking a qualified, experienced, and licensed business to provide these services for the golf course portion, including the provision of a Project Site Representative (for the golf course portion of the Project only) to advise the City on a daily basis as to the progress of the Project and represent the City's interest with the Golf Course Contractor.

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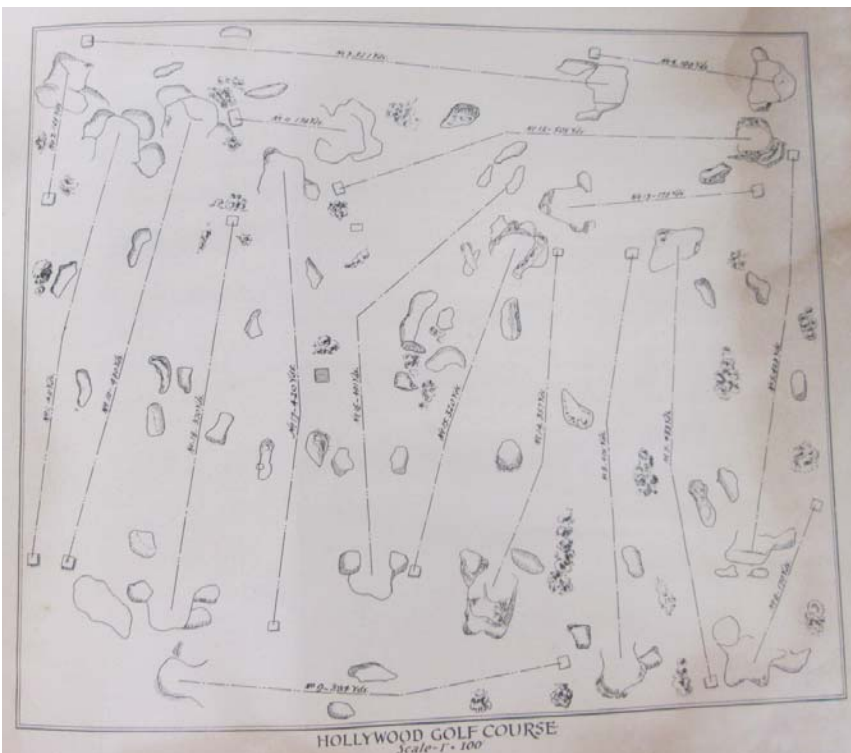
B. OVERALL APPROACH TO ACCOMPLISHING THE PROJECT

Richard Mandell walked all eighteen holes of Hollywood Beach Golf Course on Wednesday, September 16th 2020 to gain a first-hand understanding of the site conditions and design of the golf course. Prior to visiting HBGC,

Richard obtained a routing of the golf course (dated October 1922) as well as historic aerials from 1940, 1947, 1952, 1957, 1969, 1980, 1995, 2004, 2010, and 2019.

Upon a cursory review of the history of the golf course, Richard has not yet found confirmation of Donald Ross's involvement in the design of the course. Richard's personal copy of Ross's list of golf courses (dated 1930) does not include HBGC nor is there any reference in the Tufts Archives or biographical material elsewhere.

There is a possibility that the 1922 drawing (left) could have been drawn by Willie Park, Junior, who had some connection to HBGC builder Ralph Young. Young was brought in to renovate the front nine and expand the course to eighteen holes partially based on his



experience when he “*superintended the construction of the new course at his club, a course designed by Willie Park, famous golf architect,*” in Indianapolis, Indiana. The designer of record for HBGC was Henry Charles Tippet, who re-designed the original Miami Beach Golf Club three years after Willie Park, Junior originally designed it in 1921.

Richard’s on-site observations did not reveal any design features that resembled Donald Ross or Willie Park, Junior. It is apparent that the present HBGC features are more akin to a typical 1970s - 1980s south Florida design style. This style is in direct response to the high water table/lack of surface drainage challenges all coastal golf courses face. Each sand bunker and green is raised to keep these features as dry as possible. Most putting surfaces are kidney-shaped and quite shallow, making them difficult to receive shots. They average just 4,116 square feet in size.

With only four sets of tees, there is a lack of Tee Shot Distance Equity for most of the golfing market at HBGC. A set of tees in the 5,700 yard range as well as a forward tee in the 4,400 yard range will greatly increase the number of rounds and revenue.

The current hole sequence is significantly different from the 1922 layout, creating pace of play issues. Two sets of back to back par threes (holes 8 & 9 and 13 & 14) as well as limited access to the fourteenth tee from behind the first green simply does NOT maximize available tee times the City can realize.

Regarding drainage, Richard experienced first-hand how holes one through five were significantly wetter from tee to green than the remaining holes. Many tee boxes are too low, creating wet conditions as well. Despite the raised nature of the sand bunkers, standing water was still evident. Because of the lack of space (approximately 106 acres) and overgrowth of vegetation, it will be difficult to raise golf course features to improve drainage.

ALABAMA			TIMOQUANA COUNTRY CLUB		
Country Club of Birmingham	36 Holes		Jacksonville	18 Holes	
Mountain Brook Country Club	18 Holes		Jacksonville Municipal	18 Holes	
Country Club of Mobile	18 Holes		Jacksonville		
CALIFORNIA			Belleair Country Club	36 Holes	
Burnford Country Club	18 Holes		Dunedin Lake Country Club	18 Holes	
San Mateo			Dunedin		
COLORADO			Miami Biltmore Country Club	18 Holes	
Broadmoor Golf Club	18 Holes		Coral Gables		
Colorado Spring			GEORGIA		
CONNECTICUT			East Lake Country Club	36 Holes	
Wampanog Golf and Country Club	18 Holes		Atlanta		
West Hartford			Augusta Country Club (Hill Course)	18 Holes	
Shennecossett Country Club	18 Holes		Augusta		
Country Club of Waterbury	18 Holes		Forrest Hill Golf Course	18 Holes	
FLORIDA			Athens Country Club	18 Holes	
Palm Beach Country Club	18 Holes		Athens		
Golf Stream Golf Club	18 Holes		Highland Country Club	9 Holes	
Delray Beach			La Orange		
Bonnie Golf Club	18 Holes		Savannah Municipal	36 Holes	
Miami Country Club	18 Holes		ILLINOIS		
St. Augustine Links	36 Holes		Beverly Country Club	18 Holes	
Florida Country Club	18 Holes		Chicago		
Jacksonville			Calumet Country Club	18 Holes	
			Chicago		
			Evansville Golf Club	18 Holes	
			Chicago		
			Emmer Country Club (Remodeled)	18 Holes	
			Chicago		
			Indian Hill Club (Remodeled)	18 Holes	
			Chicago		

1930 DONALD ROSS LIST OF GOLF COURSES



STANDING WATER & VEGETATION OVERGROWTH



FEATURES RESEMBLE TYPICAL SOUTH FLORIDA COURSES OF THE 70’S AND 80’S.
13 GREENS HAVE BUNKERS FRONT LEFT AND RIGHT (SUCH AS HOLES 2 AND 6).



STANDING WATER & VEGETATION OVERGROWTH

Design-wise, repetition is the dominant principle at HBGC (and not in a positive way). Thirteen of the greens complexes each have a single bunker front left and front right. Three additional holes have bunkers in those same locations in addition to others surrounding those greens. Only the fourth and fifth greens differ.

In addition to aesthetic concerns such as the repetitive nature of the greens complexes, cart path crosses the golfer's cone of vision on ten different holes and strategically cuts between the fairway and sand bunkers two times too often. There is no sense of arrival for golfers entering the site. The lack of direction only increases once golfers approach the clubhouse.

Unfortunately, the fifth and fifteenth holes are virtually identical from tee to green. The parallel nature of the golf course in forcing eighteen holes into such a small space expounds the repetitive nature of the design, limiting repeat play from golfers and thereby limiting revenue as well.



**REPETITION OF GOLF HOLES LIMITS INTEREST AND REPEAT PLAY
FIFTH AND FIFTEENTH HOLES LOOK EXACTLY THE SAME**

In addition to a lack of tee choices, other playability issues include narrow fairways and forced carries on holes four, five, and fifteen. The water body that crosses these holes is directly in the landing area for a majority of players, limiting their ability to hit woods off the tee.



**CART PATH CROSSES GOLFER CONE OF VISION
ON 10 HOLES**



CART PATH INTERFERES WITH BUNKER LOCATIONS

C. RMGA'S PROPOSED VISION AND IDEAS FOR HBGC

RMGA's proposed vision for Hollywood Beach Golf Course is based on the present architectural value of the layout, the competitive market surrounding HBGC, and the historical value of the course. It is RMGA's assessment there is no value in the current architectural design of HBGC. In addition, every golf course feature has far exceeded its life cycle, requiring complete replacement. The value in HBGC comes in the opportunity for re-invention.

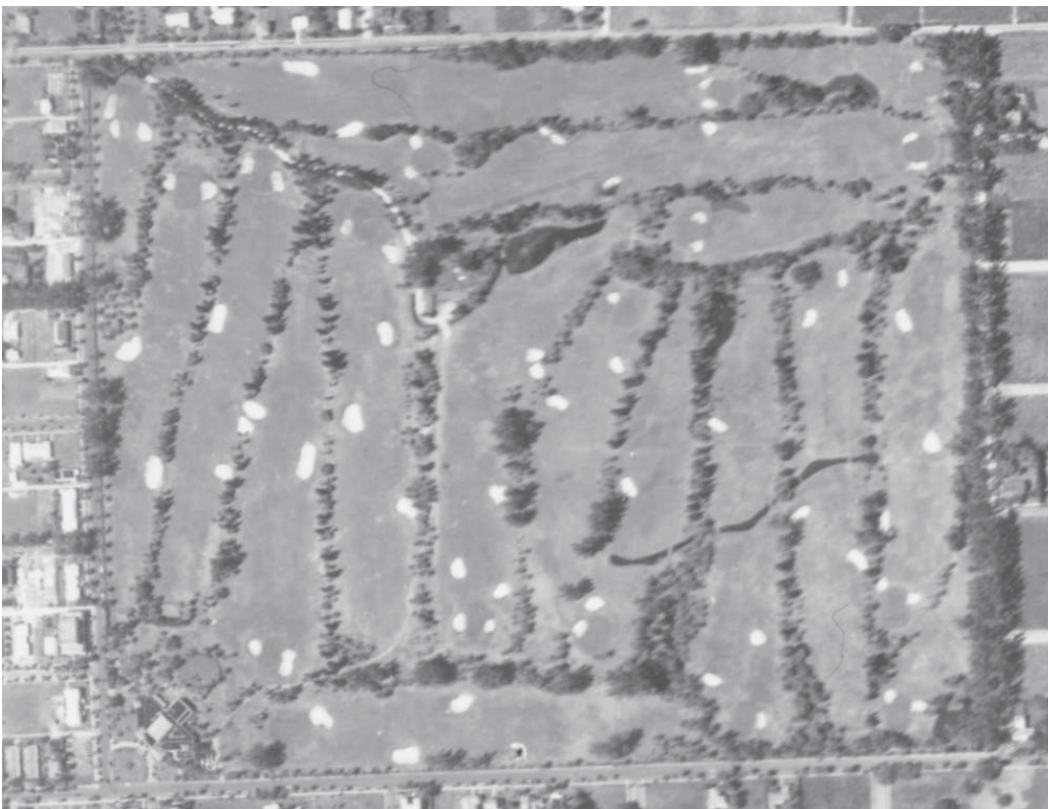
RMGA sees benefit in a variety of design options moving forward that warrant further consideration:

1. RESTORE GOLF COURSE TO DONALD ROSS DESIGN UTILIZING AVAILABLE AERIALS

There is currently no confirmed evidence of Donald Ross's involvement at HBGC either in writing or in the ground. As an expert golf architectural historian, Richard Mandell has confronted many questions of architectural authenticity which required in-depth research. His philosophy of leaving no stone unturned has paid dividends time and again.

Two examples when he was able to authenticate architectural lineage was the involvement of Ross at Southern Pines Country Club (N.C.) and the correct lineage of Lake Forest Country Club in Hudson, Ohio. Through Richard's research, he revealed the architect of Lake Forest was Tom Bendelow rather than the long-accepted credit given to Herbert Strong.

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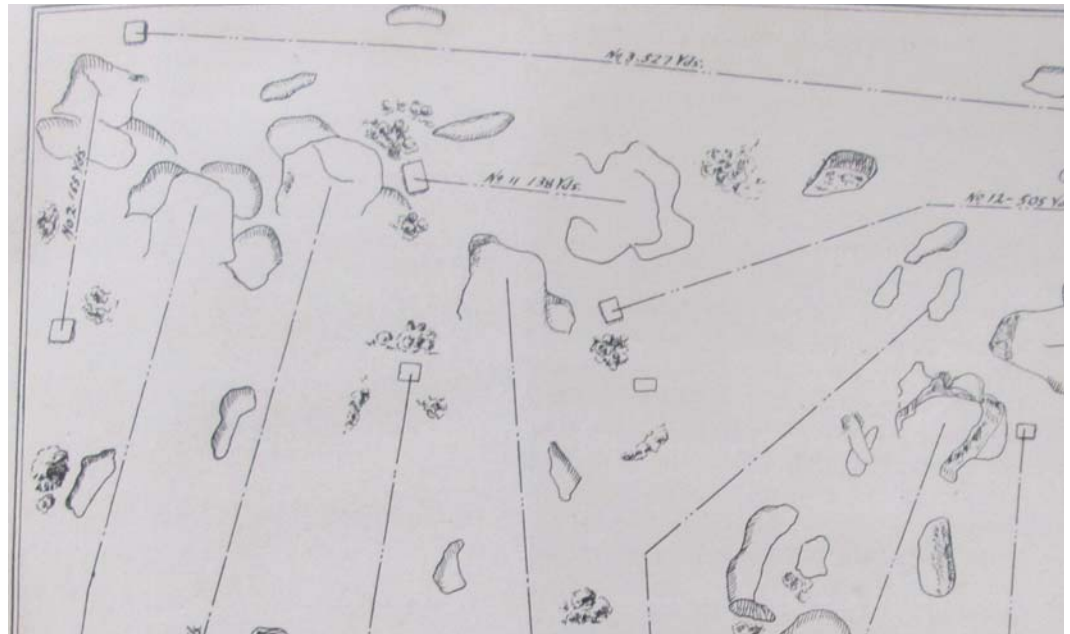
1940 AERIAL PHOTOGRAPH OF HOLLYWOOD BEACH GOLF COURSE

Richard's methodology in researching the lineage of a golf course begins with exhaustive research of every area newspaper from five years prior to a course's inception to the present. He will visit and research all local historical societies, museums, and government agency files. Historical aerals are a large portion of his research.

If indeed Donald Ross did re-design HBGC in 1929, one design option is a full restoration of the golf course utilizing aerial photography Richard already possesses from 1940 moving forward (or earlier if available). Restoration must take into account today's golf equipment and the current golfing market.

2. RESTORE GOLF COURSE TO 1922 GOLF COURSE DRAWING

Design credit for the 1922 routing of Hollywood Beach Golf Course is currently unknown. Utilizing the same research process for the Ross restoration alternative will most likely yield the identity of the author of the plan below.



CLOSE-UP OF 1922 HOLLYWOOD BEACH GOLF COURSE DRAWING

In addition, Richard's knowledge of historical golf course drawings will narrow down the possible candidates. This technique confirmed the identity of Bendelow as Lake Forest's architect of record by comparing an un-attributed routing of that course Richard discovered to Bendelow drawings which were identical in pencil stroke and graphic styling of features.

There is a possibility that Willie Park, Junior may have drawn the 1922 routing based on similar drawings. But it must be noted that this drawing and others bear resemblance to drawings of other Scottish/British architects such as Harry Colt.

Regardless of the author of the 1922 plan, the details are compelling enough and detailed that the drawing could provide the basis for a one of a kind golf course at HBGC that would stand alone within the crowded south Florida golf market.

3. NINE-HOLE RE-IMAGINATION OF HOLLYWOOD BEACH GOLF COURSE

Site constraints as well as a shrinking golf market are compelling reasons to consider a reduction in golf holes at HBGC. Inherent drainage issues and rising tide considerations will always limit the success of an eighteen-hole golf course on the site of HBGC.

From an architectural standpoint, these limiting factors will always affect the possible rejuvenation of eighteen holes. In addition to a lack of positive drainage on such a flat site as well as a high water table, the limiting presence of surrounding development as well as existing vegetation minimize design freedom. The ability to move enough earth to create architectural interest as well as positive drainage will be limiting concerns in the City's attempt to improve the HBGC site in order to maximize revenue.

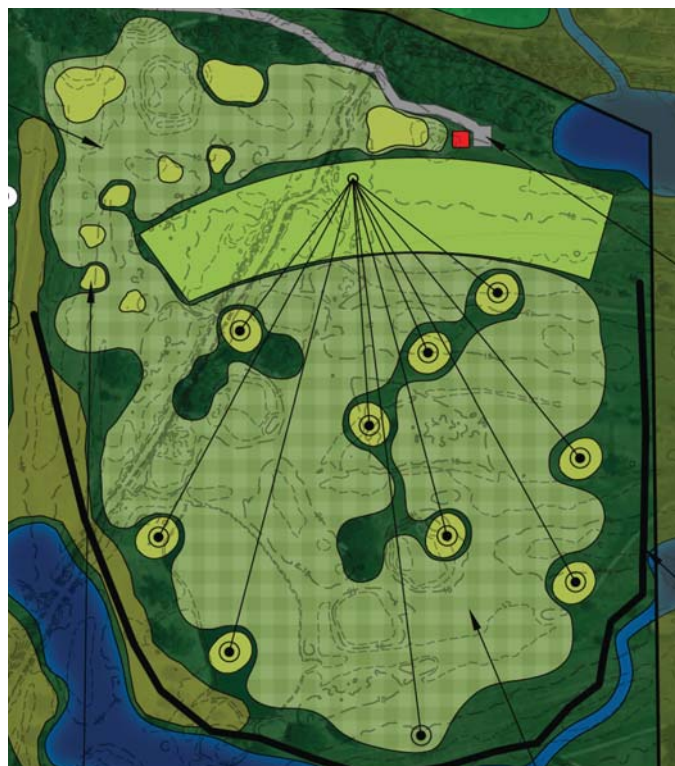
The consideration of a new nine-hole golf course solves many of the above concerns and provides an opportunity to create a course that distinguishes itself from the eighteen-hole and nine-hole competition. The historical value of the site can be preserved by incorporating the features outlined in the 1922 plan or adopt a design palette that encapsulates the spirit of Donald Ross. Finally, some of the remaining land can serve non-golfers, making HBGC a community meeting place rather than just a golf course.

From a practical standpoint, the new course can be lengthened to attract the better golfing market as well as widened to provide strategic and playability options for all golfer types that do not exist today. A new routing can best maximize the existing water bodies, moving away from the repetitive nature of parallel holes that limited the golf course's variety since its beginning.

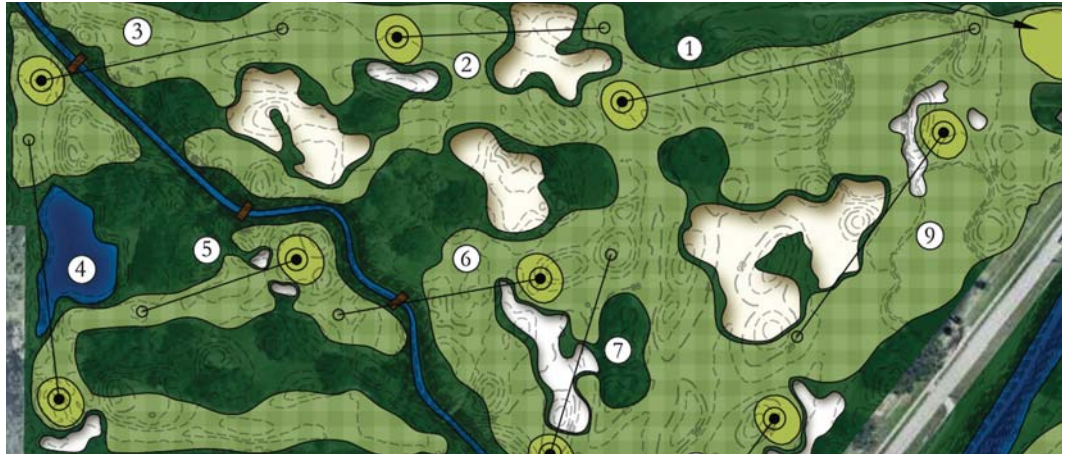
In addition to a nine-hole golf course, there will be enough land left over to build what Richard Mandell Golf Architecture calls a **Golf Playground**. Its focal point will be a state of the art driving range and short game practice facility to rival any others within the south Florida market and become the centerpiece for the City of Hollywood's golf facilities. The driving range at Orangebrook is land-locked and less than 250 yards long. The desired length should be at least 300 yards.

The driving range fairway can be located within the current holes one through five. By utilizing the lowest point on the site for the range, the higher, drier portions can be used for the golf course. The range can provide flood control for the entire property and surrounding development much more efficiently than the existing golf course. Finally, additional acreage can be adapted for wetlands to increase flood control and combat sea level rise within the immediate area.

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FUTURE CITY OF SARASOTA GOLF PLAYGROUND



FUTURE CITY OF SARASOTA GOLF PLAYGROUND

Additional possible uses for the Golf Playground can include the following:

- Double-ended driving range.
- Himalayas Putting Course.
- Short game area with target greens, practice fairway and bunkers.
- Related activities such as FootGolf, FlingGolf, and Disc Golf.
- A grass multi-purpose field.

Although a proposed nine-hole course and Golfing Playground may result in less golf holes for the City to market, the differentiating design, it's tie to HBGC's history, and extensive program elements beyond the golf course can most likely yield sufficient revenue but with less capital commitment.

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The options outlined above are just three of the alternatives the City of Hollywood can consider for Hollywood Beach Golf Course. Richard Mandell Golf Architecture's methodology for determining the best solution for the City will evaluate the golfer's needs, the City's resources, and the ability to maximize the site's environmental opportunities for all involved through the following design process.

D. RMGA'S DESIGN PROCESS AND METHODOLOGY

1. Programming, Master Plan, Site Plan, Schematic Design (Phase 1):

- a. RMGA shall confer with representatives of the Director of the Department of Design and Construction Management and other project consultants to review and establish the Program, consisting of detailed listing of all functions, scope of work, inventory of existing conditions, project vision, requirements and goals, project limits and uses with each assignable space, image, theme and design vocabulary.
 1. RMGA shall review and study any available course by-laws, overall strategic vision, historical documentation, and previous studies, etc. to serve as a basis for planning.
 2. RMGA will request the formation of a committee of golfing members which best represents the overall golfing composition to work with RMGA in addressing specific issues and concerns regarding future planning.

3. RMGA will undergo a series of planning punch list walk-throughs addressing a variety of general issues broken into specific items. General issues will include maintenance practices, drainage, environmental concerns, strategic design, aesthetics, playability, utilization of hazards, cart path circulation, golf course operations, and any possible routing issues.
 4. **Preparation of a Digital Base Sheet (Topographic information to be contracted separately):** Graphic study depicting existing tees, greens, fairways, bunkers, contour topography, existing structures and paved improvements including clubhouse, maintenance facilities, relevant property boundaries. All other physical features including ponded water and other waterways, vegetation including brush and drip line of all existing trees; fences, trails, spot elevations in heavily wooded areas, and roads.
- b. **RMGA shall prepare and present, for approval by the City multiple Site Plan Options, Design Concepts and Schematics Reports**, comprising of Schematic Design Studies to best evaluate the variety of options available to the City for the site (such as the options outlined above). Each study will include identification of any special requirements affecting the Project, a Project Development Schedule and Statement of Probable Construction Cost as defined below:
1. **The Schematic Design Plans** shall depict locations of the Clubhouse and Maintenance areas, parking lot and entry road, pump station and other related facilities, excluding design programming, site planning or final design of these features.
 - a. RMGA shall assist the A/E with space planning and programming for the Clubhouse (inclusive of a community meeting space), to produce proximity configuration of a space layout that is in accordance with the Project's requirements.
 2. **The Feature Design Study** illustrating proposed feature designs for the golf course and any practice areas, including the locations and configurations of centerlines, tees, greens, fairways, lakes, hazards and other features RMGA deems necessary.
 3. **A Preliminary Cost Estimate** for golf course construction costs, based on information contained in the preliminary documents, and utilizing area, and/or volume estimates, unit pricing, or similar conceptual estimating techniques.
 - a. As the design process progresses through the end of the Construction Documents Phase, RMGA shall update and refine the Preliminary Cost Estimates, advising the City of any changes to previous estimates anticipated by changes in Project requirements or market conditions.
 - b. The preliminary evaluation of the City's budget for the Project, the preliminary cost estimate, and all updated and refined estimates shall be based on RMGA's best judgment as a golf course design professional familiar with the golf course construction industry.





- c. Upon submission of three copies of all documents (without additional charge) required under Phase 1, RMGA shall not proceed until the documents have been approved by the City and an Authorization to Proceed with the next steps in the phase has been issued.
- d. RMGA shall assist the A/E in providing schematic golf course drawings as required to obtain plat approval, Site Plan approval from the Planning and Zoning Board, and or City Commission if required. The Respondent shall make presentations of the Project to the General Obligation Bond Advisory Board, Pre-Application Conceptual Oversight Committee, Technical Advisory Committee, Planning and Zoning Board, City Commission and lead other Public meetings as needed.
 - 1. RMGA shall lead a minimum of five such public meetings and provide rendered site plans, 3D graphics, and color presentations as required for this Phase.
 - 2. RMGA shall make revisions as needed to obtain Site Plan approvals, change of use, or any other permit needs.
- e. RMGA shall review and comment on the A/E drawings, provide suggestions and written responses to all of the City's comments, including information about why the comment/suggestion was or was not incorporated into the design. These responses will be included in the 60% plans presentation.
- f. RMGA shall attend bi-weekly design progress meetings held via conference call unless the City determines that an in-person meeting is required to address a particular concern. RMGA fees are inclusive of all travel for in-person meetings.

2. Design Development (Phase 2):

- a. Based upon approved Schematic Design Documents, RMGA shall prepare and present, for approval by City, an updated golf course project design, Design Development Documents, comprising of drawings, 3-dimensional renderings, contextual perspective renderings, drainage studies, outline specifications and other documents to delineate and describe the size and character of the entire golf course, construction materials and details and other items incidental thereto. RMGA shall provide feedback and re-submittal to the governing agencies, including written responses from concept plan comments as required by the Project Manager.
- b. **Design Development Drawings (30% plan submittal)** for clearing, grading, drainage, sprinkler layout and grassing, and other necessary construction design elements. The preliminary construction drawings shall be sufficient in detail, in the opinion of RMGA, to reasonably ascertain the scope of construction and assist with the permit process.
 - 1. **Master Plan** showing golf course layout including:
 - a. Golf Hole tees fairway and green locations, shapes, and sizes.
 - b. Bunker locations, shapes, and sizes.
 - c. Mounds, grass bunkers, and other feature shaping.
 - d. Scorecard.

2. **Clearing Plans** showing:
 - a. Limits of work.
 - b. Specimen (grand) trees to be saved.
 - c. First phase clearing limits showing distance in feet from centerline at fifty foot intervals from tee to green.
 - d. Selective clearing limits (Beyond first phase limits).
 - e. Golf course boundary.
 - f. Typical clearing detail and applicable notes.
3. **Earthwork Grading Plans** showing:
 - a. Overall grading plan showing proposed contours for each hole and their relationship to each other and existing contours.
 - b. Plan showing approximate cut & fill areas with earthwork quantities for each area as well as for entire site.
 - c. All applicable notes and details.
4. **Preliminary Drainage Plans** showing:
 - a. Proposed drainage modifications including a network of related internal drainage pipes and surface drainage.
 - b. Pipe locations and types
 - c. Catch basin locations and types
 - d. Open drainage swales and other appurtenances.

** NOTE: The above drainage plan does NOT include final pipe sizing and storm water management. Specific Storm Water Management (including final pipe sizing) must be done by a local civil engineer.*
5. **Irrigation Sprinkler Plans** showing:
 - a. Estimated golf course consumption use requirements.
 - b. Golf course pump system capacity and planning.
 - c. Sprinkler design criteria with golf superintendent and staff.
 - d. Sprinkler layout, coverage plan and mainline routing.
 - e. Piping system hydraulic analysis.
 - f. Golf course pump station plans and capacity.

** NOTE: The above plans shall be done with the City's irrigation consultant.*
6. **Grassing Plans** showing:
 - a. Specified areas to be grassed with specific grasses.
 - b. Grassing details with all applicable notes.
- c. RMGA shall submit an updated **Statement of Probable Construction Cost** (which will be prepared by a Construction Manager, if applicable). If the updated Statement of Probable Construction Cost exceeds the total budgeted amount, RMGA will include appropriate cost or scope reduction recommendations.
- d. RMGA will submit three sets of all documents required under this Phase, at no charge, for approval by the City,. RMGA shall not proceed with the next Phase until the City has approved the documents.
- e. RMGA shall attend at least one GOB advisory Board Meeting, and at least two public meetings as well. In addition, RMGA shall prepare and present a PowerPoint presentation to include updated renderings





and project information. RMGA will provide written responses to all comments from the initial GOB Advisory Board presentation, including information about why any comment/suggestions were or were not incorporated into the design. RMGA will provide written responses to all comments for every meeting.

- f. RMGA shall attend bi-weekly design progress meetings held via conference call unless the City determines that an in-person meeting is required to address a particular concern. RMGA fees are inclusive of all travel for in-person meetings.
- g. All required preliminary submittals for project permitting, including any required permit coordination meetings, plan revisions, and re-submittals.
 - 1. For City of Hollywood permits, DCM will pay by interoffice transfer.
 - 2. For outside agencies, RMGA will pay any review fees and be reimbursed upon submittal and approval of expense documentation.
- h. **Value Engineering.** Value engineering is a standard component of all design procedures undertaken by RMGA. RMGA will provide additional design revisions (with applicable drawings) and updated analysis and design recommendations throughout the life of the project. Specifically, RMGA will provide Value Engineering beginning at 30% plans if construction cost estimate is more than 95% of budget.
- i. A project-specific phasing plan for each phase of construction will be included in the project plans beginning with the 60% plan submittal.

3. Golf Course Construction Documents Development (Phase 3):

From the approved Design Development Documents, RMGA will prepare for approval by City, and in accordance with City's format, Construction Documents setting forth in detail the requirements for the construction of the Project in accordance with the specifications as required by the Project Manager. RMGA is responsible for full compliance of the design and the Construction Documents with all applicable codes.

- a. **60% Construction Documents Submittal:** RMGA will make a 60% Construction Documents submittal, for approval by the City, which shall include:
 - 1. **Index Sheet** showing a complete index of every drawing sheet, to become part of the Construction Documents, and RMGA's evaluation of the individual percentage completion of each sheet.
 - 2. **Staking Plan** showing:
 - a. Tee center stakes.
 - b. Landing area center stakes.
 - c. Green center stakes.
 - d. Other golf course feature center stakes.
 - e. Centerlines.
 - f. Golf course corridors (or envelope).
 - g. Applicable distances to golf features from centerlines.
 - h. Typical staking construction details and applicable notes.

3. **Clearing Plan** showing:
 - a. Limits of work.
 - b. Specimen trees to be saved.
 - c. First phase clearing limits showing distance in feet from centerline at fifty foot intervals from tee to green.
 - d. Selective clearing limits (Beyond first phase limits).
 - e. Golf course boundary.
 - f. Typical clearing construction details and applicable notes.
4. **Final Earthwork Grading Plans** showing:
 - a. Overall grading plan showing proposed contours for each hole and their relationship to each other and existing contours.
 - b. Plan showing approximate cut & fill areas with earthwork quantities for each area. This drawing will include total earthwork figures for the entire site.
 - c. All applicable notes and construction details.
5. **Final Drainage Plans** (coordinated with master drainage plan designed by others, where applicable) showing:
 - a. Proposed drainage modifications including a network of related internal drainage pipes and surface drainage.
 - b. Pipe locations and types
 - c. Catch basin locations and types
 - d. Open drainage swales and other appurtenances.
 - e. All applicable notes and construction details.

** NOTE: The above drainage plan does NOT include final pipe sizing and storm water management. Specific Storm Water Management (including final pipe sizing) must be done by a local civil engineer.*
6. **Grassing Plans** showing:
 - a. Specified areas to be grassed with specific grasses.
 - b. Grassing construction details with all applicable notes.
7. **Green Grading Detail Plans** (scale no less than 1"=40') showing:
 - a. Green outline and surrounding features (including bunkers, grass hollows, etc.) with appropriate shapes and sizes.
 - b. Proposed one foot contours for entire green complex.
 - c. Green Staking Plan showing green outline and distances from centerpoint of green every 20 degrees.
8. **Irrigation Sprinkler Plans** showing:
 - a. Sprinkler layout, coverage plan and mainline routing.
 - b. Piping system hydraulic analysis.
 - c. Golf course pump station plans and capacity.
 - d. All applicable notes and construction details.

** NOTE: The above plans shall be done with the City's irrigation consultant. Plans shall only designate the general location of irrigation lines for the Project, considering only matters customarily within the expertise of the RMGA Team including appropriate coverage and access to water source).*





9. **Cart Path Construction Documents** showing:
 - a. The general location and quantity of cart path contemplated for the Project, considering only matters customarily within the expertise of the RMGA Team including circulation, accessibility, concealment and aesthetics.
 - b. All applicable notes and construction details.
 10. **Technical Specifications, Bid & Construction Documents:**
 - a. Invitation for Bids, Instructions to Bidders, Bid Form, Non-Collusion Form, Bid Bond Form, Bidder's Qualifications Statement, Performance and Payment Bond Form, etc.
 - b. General Conditions.
 - c. Special Conditions.
 - d. Technical Specifications using CSI Standards, including the 16-Division and 3-part Section format developed and recommended by the CSI or other industry acceptable specification format as approved by the Design and Construction Management Department representative. The 60% construction documents submittal shall include all sections of applicable Divisions "0" (zero) and "1" and at least 60% of the technical specification sections, each of which should be 100% complete. These specifications will not be merely outline specifications as submitted during the Design Development Phase.
 11. RMGA will include three sets of prints and electronic submittal of all drawings and specifications, perspective and visual supporting graphic information as required by the Project Manager.
 12. RMGA shall submit an updated Statement of Probable Construction Cost as indicated by time factor, changes in requirements, or general market conditions, and an updated Project Development Schedule (which will be prepared by a Construction Manager, if applicable). If the updated Statement of Probable Construction Cost exceeds the total budgeted amount, RMGA will include appropriate cost or scope reduction recommendations.
 13. RMGA understands that an Authorization to Proceed with the completion of the 60% Golf Course Construction Documents Phase will not be issued if the latest Statement of Probable Construction Cost exceeds the Total Authorized Design Value, unless the City increases the Total Authorized Design Value or RMGA and the City agree on methods of cost reduction sufficient to enable construction within the funds available.
 14. Where applicable, RMGA will approved additive alternate bid items in the Construction Documents to permit the City to award a Construction Contract within the limit of budgeted amount.
- b. RMGA shall not proceed with further development until approval of the 60% documents is received from the City. RMGA will make all changes to the documents and resolve all questions indicated on the documents. A 60% complete Check Set shall be returned to the City.

c. **100% Construction Documents Submittal:**

1. Upon 100% completion of the Construction Documents, RMGA will submit to the City three copies each of check sets of the Drawings, Specifications, reports, programs, etc., together with a final, updated Statement of Probable Construction Cost from the Construction Manager, if applicable.
2. RMGA will make all required changes or additions and resolve all questions on the documents. The 100% complete Check Set will be returned to the City. Upon final approval by the City, RMGA will furnish one copy of all Drawings and Specifications, along with a reproducible set and electronic copy to the City at no charge.
3. RMGA will assist the City in filing the required documents for approval by governmental authorities having jurisdiction over the Project and in obtaining certifications of “permit approval” by reviewing authorities prior to printing of the Bid Documents. RMGA will make original documents or reproducible copies thereof available to the City for reproduction as may be required for bidding and/or construction purposes. Facilitating a Public Workshop or a City Commission workshop may also be provided.

4. **Bidding and Award of Contract (Phase 4):** RMGA shall provide services relating to answering of questions and support preparation of addendum, clarifications, and notices of any change in bidding procedures. Bid requests shall be reviewed and recommendations on award of contract shall be offered.

- a. **Bid Documents Approvals and Printing:** Upon obtaining all necessary approvals of the Construction Documents, and approval by the City of the latest Statement of Probable Construction Cost, RMGA will assist the City, where applicable, in obtaining bids and awarding construction contracts or coordinating with the Construction Manager for same. The City may have the drawings and specifications printed for bidding purposes, either through its open agreements with printing firms or as a reimbursable service through RMGA.
- b. Issuance of Bid Documents, Addenda and bid opening, in situations where projects are to be constructed without the services of a Construction Manager:
 1. The City shall issue the Bid Documents to prospective bidders and keep a complete “List of Bidders”. The Advertisement for Bids will instruct the bidders to pick up the Bid Documents at the Office of the Department of Design and Construction Management.
 2. RMGA will prepare addenda, if any are required, for the City to issue to all prospective bidders. No addendum shall be issued without the City’s approval.
 3. RMGA will be present at bid opening with City’s representatives.
- c. If the lowest responsive, responsible Base Bid received, or the Construction Manager’s Guaranteed Maximum Price (GMP), exceeds the Total Authorized Design Value, the City may:





1. Approve the increase in Project cost and award a Contract, or
 2. Reject all bids and rebid the Project, or if a Construction Manager is being utilized, reject the proposed GMP and negotiate with another Construction Manager, or
 3. Direct RMGA to revise the Project scope or quality, or both, as approved by the City, and rebid the Project, or
 4. Suspend or abandon the Project.
- d. Under item (3) c above RMGA will, without additional compensation, modify the Construction Documents as necessary to bring the Probable Construction Cost within the budgeted amount. Provision of such service shall be the limit of RMGA's responsibility in this regard, and having done so, shall be compensated in accordance with the Contract. The City may recognize exceptional construction market cost fluctuations before exercising option (3) c above.
- e. It is agreed that any "Statement of Probable Construction Cost" or Detailed Cost Estimate prepared by RMGA or the Construction Manager (if applicable) represents a reasonable estimate of cost in RMGA's or Construction Manager's best judgment as a professional familiar with the local construction industry, and that neither RMGA, Construction Manager nor the City, has any control over the cost of labor, materials, and equipment, bidders' methods of determining bid prices, competitive bidding, or market conditions. Therefore, RMGA cannot and does not guarantee that bids will not vary from the final Statement of Probable Construction Cost or Detailed Cost Estimate prepared by RMGA or Construction Manager, if applicable.
- f. If the Latest Statement of Probable Construction Cost exceeds the budgeted amount, RMGA will review the materials, equipment, component systems and types of construction included in Contract Documents and may recommend changes in such items and/or reasonable adjustments in the scope of the Project made at no additional cost to the City) that will result in bids within the available funds.
- g. Evaluations of the City's Project budget, preliminary estimates of construction cost and detailed estimates of construction cost prepared by RMGA or Construction Manager (if applicable) represent RMGA's or Construction Manager's best judgment as a professional familiar with the construction industry. Prior to authorizing RMGA to proceed with preparation of the Final Design, the City may establish and communicate to RMGA a maximum sum for the cost of construction of the Project ("Construction Budget"). If the City has not advertised for bids within 90 days after RMGA submits the Final Design to the City, the estimate of the cost of construction may be adjusted. RMGA cannot and does not guarantee that bids or negotiated prices will not vary from any estimate of construction cost or evaluation prepared or agreed to by RMGA. Notwithstanding anything above to the contrary, the City may require RMGA to revise and modify Construction Documents and assist in the rebidding of the Work at no additional cost to the City if all responsive and responsible bids received exceed the Construction Budget.

- 5. Administration of the Construction Contract (Phase 5):** Throughout the construction phase RMGA shall provide assistance during the implementation of the improvements including construction inspections to inspect the Contractor's work, monitor the progress and make determinations if the work is proceeding in accordance with the construction documents. If required, RMGA shall provide recommendations to the City concerning any deviations from the contract documents.

RMGA shall inspect the grading of the golf course features, inspection of the turf and irrigation, as-built documentation of the irrigation and facilities, and other necessary reviews to monitor the progress of the project at critical construction points. **Each site visit will be documented in a detailed site visit report provided to all project principals, design team members, and the contractor.** RMGA shall coordinate the Construction Administration with the City and provide a detailed final inspection for conformity to contract documents.

- a. The Construction Phase will begin with the award of the Construction Contract and will end when the City approves the Contractor's final Payment Certificate. During this period, RMGA will provide Administration of the Construction Contract as set forth in the General and Supplementary Conditions of the Construction Contract.
- b. RMGA, as representative of the City during the Construction Phase, shall advise and consult with the City and shall have authority to act on behalf of the City to the extent provided in the General Conditions and the Supplementary Conditions of the Construction Contract.
- c. RMGA will visit the site at least bi-weekly (or as necessary), and at all key construction events, and RMGA's respective Subcontractors shall visit the site bi-weekly (or as necessary), to ascertain progress of the Project and determine in general if the Work is proceeding in accordance with the Contract Documents. On the basis of on-site observations, RMGA will endeavor to guard City against defects and deficiencies in the Work. RMGA won't be required to make extensive inspections or provide continuous daily on-site inspections to check quality or quantity of the Work unless otherwise set forth in Contract.

RMGA will not be held responsible for construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the Work, nor will RMGA be held responsible for the Contractor's or Subcontractors', or any of their agents' or employees' failure to perform the Work in accordance with the Contract Documents.

RMGA shall have the authority to make changes to the Work for the purpose of enhancing and adapting the design for site conditions, such as vegetation, terrain and subsurface geology. All changes are subject to the approval of the City, which shall not be unreasonably withheld. If deemed necessary or appropriate, RMGA shall prepare supplemental drawings or field sketches as information for the Contractor.



- d. RMGA will furnish the City with a written report of all observations of the Work made by RMGA and the Subcontractors during each visit to the Project. RMGA will also note the general status and progress of the Work and submit it in a timely manner. RMGA and the Subcontractors will ascertain that the Contractor is making timely, accurate, and complete notations on the “as-built” drawings.
- e. Based on observations at the site and consultation with the Project Manager, RMGA will determine the amount due the Contractor on account and shall recommend approval of such amount. This recommendation shall constitute a representation by RMGA to the City that, to the best of RMGA’s knowledge, information and belief, the Work has progressed to the point indicated and the quality of the Work is in accordance with the Contract Documents subject to:
 - 1. An evaluation of the Work for conformance with the Contract Documents upon Substantial Completion.
 - 2. The results of subsequent tests required by Contract Documents.
 - 3. Minor deviations from Contract Docs corrected before completion.
 - 4. Any specific qualifications stated in the Payment Certificate and further that the Contractor is entitled to payment in the amount agreed upon at the requisition site meeting.

By recommending approval of a Payment Certificate, RMGA will not be deemed to represent that RMGA has made any examination to ascertain how and for what purpose the Contractor has used the money paid on account of the Construction Contract Sum.

- f. RMGA will be an interpreter of the requirements of the Contract Documents and the judge of the performance thereunder. RMGA will render interpretations necessary for the proper execution or progress of the Work with reasonable promptness on written request of either the City or the Contractor, and shall render written decisions, within a reasonable time, on all claims, disputes and other matters in question between the City and the Contractor relating to the execution or progress of the Work or the interpretation of the Contract Documents.
- g. Interpretations and decisions of RMGA will be consistent with the intent of, and reasonably inferable from, the Contract Documents and shall be in written or graphic form. In the capacity of interpreter, RMGA will endeavor to secure faithful performance by both the City and the Contractor, and shall not show partiality to either.
- h. RMGA will have authority to recommend rejection of Work which does not conform to Contract Documents. Whenever, in RMGA’s reasonable opinion, it is necessary or advisable to insure compliance with Contract Documents, RMGA will have authority to recommend special inspection or testing of any Work deemed not in accordance with the Contract, whether or not such Work has been fabricated and delivered to the Project, or installed and completed. RMGA will provide such normal landscape or other related inspection expertise as necessary to determine compliance with Construction Contract.
- i. RMGA will promptly review and approve shop drawings, samples, and other submissions of the Contractor for conformance with the



design concept of the Project and for compliance with the Contract Documents. RMGA will prepare illustrative renderings to review the golf course work with the Director of the Department of Design and Construction Management and furnish any input in a timely manner so as not to delay the construction progress. Changes or substitutions to the Contract Documents shall not be authorized without concurrence of the Project Manager.

- j. RMGA will initiate Change Orders for the City's approval as required by RMGA's observations, or requested by the City; and review and recommend action on proposed Change Orders within the scope of the Project initiated by others.
- k. RMGA will examine Work upon receipt of Contractor's Request for Substantial Completion Inspection of the Project and shall, prior to occupancy, recommend execution of Certificate of Acceptance for Substantial Completion after first ascertaining that Project is substantially completed in accordance with the Contract requirements. A punch list of any defects and discrepancies in the Work required to be corrected by the Contractor shall be prepared by RMGA and the Subcontractors in conjunction with representatives of the City, and satisfactory performance obtained thereon before RMGA recommends execution of Certificate of Final Acceptance and final payment to Contractor. RMGA will obtain from Contractor all guarantees, operating and maintenance manuals for equipment, releases of claims and such other documents and certificates as may be required by applicable codes, laws, and specifications, and deliver them to the City.
- l. RMGA will provide assistance in obtaining the Contractor's compliance with the Contract Documents relative to 1) initial instruction of CITY's personnel in the operation and maintenance of any equipment or system, 2) initial start-up and testing, adjusting and balancing of equipment and systems and 3) final clean-up of the Project.
- m. RMGA will furnish to the City, the original drawings, revised to "as-built" conditions based on information furnished by the Contractor, and such drawings shall become the property of the City.



E. RMGA'S SCHEDULING METHODOLOGY

RMGA proposes the following scheduling methodology (time line) for effectively managing and executing this Work in the optimum time.

- Phase 1 - Programming, Master Plan, Site Plan, Schematic Design: **150 days**
- Phase 2 - Design Development: **120 - 210 days** (pending permit process)
- Phase 3 - Golf Course Construction Documents Development: **120 days**
- Phase 4 - Bidding and Award of Contract: **120 days** (pending City process)
- Phase 5 - Administration of the Construction Contract: **480 days**

Total Number of Days: 990 - 1,080 days

** Construction Administration is based upon only one phase of construction and also includes golf course grow-in period. Each additional construction phase may require up to an additional 360 days for construction and grow-in.*

F. RMGA'S CURRENT WORKLOAD

1. **Bobby Jones Golf Club for City of Sarasota, Florida:** Complete restoration of an eighteen-hole Donald Ross golf course, construction of a new nine-hole adjustable golf course and new practice facility. Design Development Phase is 40% complete. Construction is set to begin April 1, 2021 with grow-in completed by December 31, 2022.
2. **Isla Del Sol Yacht & Country Club in St. Petersburg, Florida:** Phased tee/bunker renovation project. Construction Documents 100% completed for Phase 3. Construction to begin April 25, 2021 and finished July 1, 2021.
3. **Myers Park Country Club** in Charlotte, North Carolina: Ongoing Architect of Record for private Donald Ross club. Current project is practice green and #10 tee complex re-design to accommodate clubhouse expansion. Schematic Phase is 100% complete. Construction date TBD.
4. **Oconomowoc Golf Club** in Oconomowoc, Wisconsin: Preparation of a long-range Renovation Business Plan for a private Donald Ross club. Design work is 65% complete. Final submittal to club October 31, 2020.

In consideration of our current workload, RMGA will complete the majority of design work for the above projects in the next 90 days which will allow sufficient time to give the City of Hollywood the firm's full attention. Based upon the City's projected timeline, RMGA is fully confident that all deadlines can be exceeded in regard to RMGA's scope of work for HBGC.



G. RMGA FACILITIES AND TECHNOLOGICAL CAPABILITIES

Richard Mandell Golf Architecture is located at 2208 Midland Road in Pinehurst, North Carolina. An 1,800 square foot space, the office includes four work stations with advanced PC computers capable of handling the most up-to-date software necessary to carry out the golf course design process in addition to production of a complete set of construction and bid documents. The office possesses a Canon color plotter capable of printing full sets of construction documents and high-resolution graphics and photographs as well.

RMGA's computer capabilities include Autodesk Civil 3D, Agtek Earthwork 3D, and AutoCad for all base map preparation, design work, earthwork calculations, quantity derivations, and construction documentation to take a project from concept to final product. In addition to the use of Autodesk products, RMGA also incorporates Adobe PhotoShop CS5.1, Adobe Illustrator CS5.1, and Adobe InDesign CS5.1 to produce all color presentation graphics and reports.

Coupling the use of Microsoft Office Excel, the Autodesk and Adobe Suites, Richard Mandell Golf Architecture has perfected office efficiencies over the past **thirty years** to maximize efforts to meet any challenging timetables.

In addition to the above office resources, Richard Mandell Golf Architecture possesses a reputation of creating golf course solutions that aren't as expensive to build as industry standards have come to expect. This comes in the experience that taught RMGA many innovations in construction and maintenance actually drive costs up. Instead of making jobs easier, the opposite occurs as the envelope is pushed to create even more perfect conditions that warrant more spending.

RMGA's body of work is a testament to creating award-winning products at a fraction of the cost of comparable projects and can be verified through discussions with all of our references. Richard's approach to affordability has served as the basis for his design work since he began back in 1992, long before the rest of the industry was presented with the task of navigating "the new golf economy."

Frankly, "the new golf economy" is how Richard Mandell Golf Architecture has conducted business since the early nineties. There is no surprise why RMGA has become a sought-after firm in the past decade. Business has never slowed down for RMGA while others have struggled to survive and re-invent.

H. RMGA'S APPROACH TO PROBLEM-SOLVING

Richard Mandell's approach to specialized problem-solving throughout any phase of a project requires a thorough understanding of both sides of an issue. When RMGA lacks the knowledge to solve a specialized problem, it is quick to bring in experts of the specialized field in question so RMGA can gain a better understanding of the issues and make the best decisions.

Listening skills are crucial before one jumps to conclusions that may not be correct. Understanding what the root of each problem is will lead to swift resolution acceptable to all parties and may reveal design opportunities that bring additional value to the project and possible cost savings. RMGA understands there is always more than one solution to a single problem.



I. RMGA'S QUALITY CONTROL PROCEDURES TO ASSURE ACCURACY AND ADEQUACY OF THE WORK

Richard Mandell Golf Architecture's quality-control begins with accurate digital base material as the basis for all design work and construction documentation performed with state of the art Autodesk Civil 3D software. The ability to derive accurate quantities translates directly to the field as RMGA requires all contractors utilize GPS software to lay out all elements of a golf course project.

RMGA's detailed construction specifications assure the adequacy of the final product in terms of materials and procedures. Richard will visit the site of any project ten to twenty times throughout the life of the project and his detailed site visit reports clearly convey adjustments to the field work. Previously mentioned cost control methodology not only helps assure accuracy and adequacy of the work, but also ensures the project is completed within budget.

J. RMGA'S UNDERSTANDING OF CITY'S VULNERABILITY TO THE EFFECTS OF CLIMATE CHANGE AND SEA LEVEL RISE

As a registered landscape architect in the State of Florida (#LA6667471), Richard Mandell is well aware of the challenges all coastal communities of Florida face as climate change brings rising sea levels and risk to the people of Florida, including residents of the City of Hollywood. Richard's responsibility for the health, safety, and welfare of all Florida residents requires him to address these issues in all his golf architecture work.

With this responsibility comes design opportunity as well, not just from a golf architecture perspective, but those that benefit non-golfers as well. The best way to combat sea level rise is to provide a vehicle to safely manage stormwater runoff and rainfall on a site without creating additional demands on off-site facilities or affecting the seasonal water table.

An even better solution is to allow one's golf course site to provide community assistance by accepting stormwater and rainfall from adjacent properties for stormwater detention/retention. The most effective instrument for such accommodation is the creation of a wetland system composed of open water and non-tidal wetlands.

When given the opportunity, RMGA projects increase the amount of wetlands during the design process, an element that assists with controlling runoff on site by filtering through the proper channels before leaving the property. This system does not dump nutrients directly into off-site water bodies.

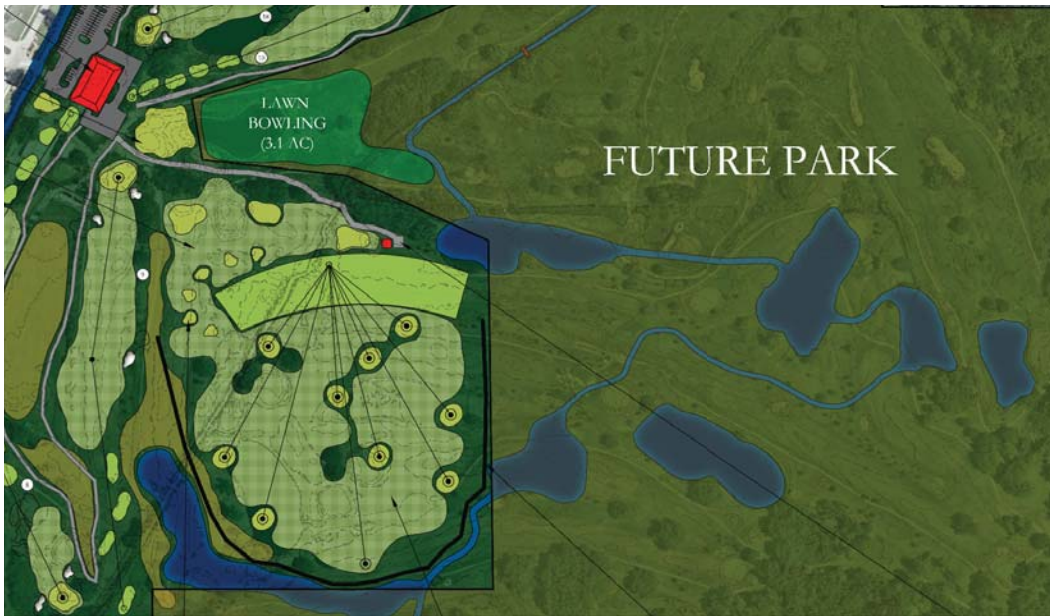
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"Richard's approach quickly earned the respect of all agencies, making the approval process quick and easy. His approach of restoring and enhancing environmental assets is a huge benefit to our facility and the golf industry."

- Ann Kattreh, Parks & Recreation Director, City of Edina, Minnesota

Each project realizes an expansion of wetlands as the most efficient, least impactful, and most cost-effective solution for stormwater management for municipalities and golf courses alike. Richard's pro-active approach to such challenges has made him a leader in environmental golf course design.



Richard's work for the City of Sarasota's Bobby Jones Golf Club includes creation of an extensive wetland system to manage floodwater from surrounding neighborhoods as well as the golf course itself.

Two examples of this approach are for the Cities of Edina, Minnesota and Sarasota, Florida. Richard's Braemar Golf Course in Edina won an ASGCA Design Excellence Award in 2019 for this environmental improvements in Minnesota. He is currently working on an extensive wetland system for Sarasota's Bobby Jones Golf Club to accommodate runoff challenges from neighborhoods on all four sides of the property.

Both projects were built within floodplain, requiring Richard to design each property to ensure all playing areas are above varying 100-year flood elevations and expand stormwater capacity for surrounding neighborhoods. Richard accomplished this while creating additional park property for local citizens.

Richard Mandell Golf Architecture will not impact the natural environment just for the sake of golf course design. There are many creative ways to conserve wetlands, preserve natural habitats, and maintain the integrity of natural waterways. This philosophy is reflected in our high success rate of permitting environmentally-sensitive projects from the Eastern Shore of Maryland's Critical Area to the New York City Drinking Water Reservoir Watershed to Minnesota's 8-Mile Watershed and the Southwest Florida Water Management District.



*Blue Heron Golf Course
Client: Queen Anne's County, Maryland*

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V. REFERENCES

Following are four project references with similar scope as listed in RFQ - 4652 - 20 - DCM.

A. BACON PARK GOLF COURSE, SAVANNAH, GEORGIA (MUNICIPAL)

2016 - GolfInc. Renovation of the Year & Best In Show

Client: O.C. Welch Golf for the City of Savannah, Georgia

Contact: Fred Elmgren, Project Manager, (912) 658-8646; egsgolf@aol.com

Scope included a complete restoration of an original 18-hole Donald Ross golf course and renovation of a third regulation nine. Front Nine was completed in 2013; Back nine was completed in 2014; Third nine was completed in 2015.

"I have played this course many times over the past 12 years when it was nothing but a patch of dirt. They have done a great job of bringing this municipal course back to life. More enjoyable for the amateurs, but from the tips offers a challenge for the lower handicaps."

KEVIN JUMP

BACON PARK GOLFER



RMGA Start/End Dates:	3/5/2013 - 9/8/2015 (on time)
Total RMGA Design Fees:	\$ 160,000.00
F9 Final Cost Estimate:	\$ 973,372.38
F9 Bid Award Final Amount:	\$ 997,000.00
F9 Final Permitting /Construction Amount:	\$962,489.30 (3.6% under budget)
B9 Final Cost Estimate:	\$1,189,341.68
B9 Bid Award Final Amount:	\$1,106,316.00
B9 Final Permitting /Const.:	\$952,706.78.00 (16.1% under budget)
3rd 9 Final Cost Estimate:	\$500,000.00
3rd 9 Bid Award Final Amount:	\$500,000.00
3rd 9 Final Permitting/Construction Amount:	\$500,000.00

- **No Amendments**
- **One Change Order for Front Nine:** Additional tree clearing for \$3,900.00
- **Three Change Orders for Back Nine:** Various Adds/Deducts.
- **Zero Change Orders for Third Nine.**
- **One 24-Hour Stop Work Order to repair Silt Fence on Front Nine.**

Why the Bacon Park renovation was effective...

Reports from O.C. Welch Golf Properties say 2017 revenue reached its high in the years since the renovation was completed. Effectiveness of this renovation is demonstrated in cost control. In addition, RMGA was tabbed to renovate the third nine at Bacon Park the following summer. That design eliminated all bunkers and created undulating greens targeted at beginners, but enjoyed by even the best golfers of Savannah. It is no longer the "dog third nine."



Mr. Richard Mandell
Richard Mandell Golf Architecture
2208 Midland Road
Pinehurst, N.C. 28374

May 21, 2016

Dear Richard:

I wanted to take the time to thank you once again for the wonderful design job you did at Bacon Park Golf Course here in Savannah. As you know, Bacon Park is a special place for me. I did not move ahead with this project without first being sure that I had the right team in place to restore the original Donald Ross course to what I remember it as when I grew up there. Your place on that team was key to achieving my vision from the start.

You did a great job in taking the original Ross drawings and blending them with my specific goals for the golf course. The greens are a particular joy to play and you were able to give them the character I was hoping for in our discussions. I thank you for your continued guidance throughout the project and your willingness to be on site on a weekly basis. In particular, I appreciate your attention when I brought up a concern or idea as well as your willingness to implement those ideas.

Thank you also for working hard to preserve our construction budget and maximize the work the contractors performed. The golfers have truly enjoyed the air you have breathed back into Bacon Park since it re-opened last fall. We have been very successful so far. Thanks once again for your assistance.

Regards,

O.C. Welch
O.C. Welch Golf Properties

O.C. Welch Golf Properties (Bacon Park)
1 Shorty Cooper Drive, Savannah, GA 31406

THE BACON PARK GOLF COURSE STORY
(CITY OF SAVANNAH, GEORGIA (THROUGH O.C. WELCH GOLF PROPERTIES))

Over the summers of 2013-2015, Richard Mandell made weekly trips to Savannah to guide the transformation of the City's iconic Donald Ross Bacon Park Golf Course from a run-down, tired layout to a return to its glory days. Local Savannah engineering firm **Coleman Company, Inc.** was critical to Richard's efforts to restore Bacon Park.

Signs pointed to the possibility that the Ross course was never built to his own drawings as RMGA secured aerial photography as far back as 1951. That information showed much different greens than Ross' detailed field sketches. Small perched circles with very little contour were the only targets for golfers to aim for.

The slide for this venerable course accelerated in the mid-eighties when the City built a third nine and the Ross course was broken up to form three distinct nine-hole layouts. In the process of the breakup, many of Ross's greens were moved and ponds were added, ironically creating more drainage problems than they were intended to fix. Following are specific challenges addressed by RMGA:

- **Meet a very demanding time schedule for construction of the first phase:** Richard was hired over ten other golf course architects in February 2013 yet construction was slated to begin May 1st. Due to RMGA's efficiencies of operation developed over almost a quarter-century of work, Richard and his staff quickly developed alternative design concepts, analyzed ideas in terms of cost control, and organized construction drawings in a short timeframe. Because RMGA's design process considers all possibilities, the client was able to quickly process the possibilities and charge RMGA with progressing through CDs and bid administration sooner than later.
- **Ensure the City's use of the property as flood-control would not affect the golfers nor be ineffective after the work:** The Bacon Park Golf Course site includes two canals that cross the property for City flood control more so than as strategic features of the golf course. Floodwaters were streamlined throughout the property by replacing ponds that were ineffective with a sub-surface drainage system that conveyed runoff more efficiently.



RMGA and CCI worked to ensure that proper buffers were maintained and that earthwork did not affect the floodplain by properly balancing the amount of dirt moved. Following a less-traditional Ross plan helped accomplish these tasks as well. One of the more interesting aspects of the project was the fact that very few bunkers were built on the final four holes, which were the lowest holes on the course.

Instead, Ross proposed large single mounds as hazards in place of sand bunkers on higher ground elsewhere. There was no evidence of this mounding yet Mandell seized on the idea to minimize flooding of bunkers. In fact, Mandell re-created a three-mound complex in

the corner of the second landing area of the par-five final hole instead of installing a more predictable sand bunker. To further combat the low-lying challenges of the holes, Richard chose not to install cart path on the entire back nine where most would insist on the opposite. The reasoning was to avoid potential runoff issues and trapped water with the addition of cart path on those holes.



- **Accomplish many priorities with a very small construction budget:** RMGA's Cost Control Methodology and utilization of AutoCad and other programs resulted in the highest accuracy in developing construction quantities, therefore maximizing the best use of all available funds from start to finish.

In addition, Richard proposed less-than-typical oyster shell chaff cart paths for the front nine and no path at all for the back nine as just a few of the money-savings measures that did not affect the quality of the project. In addition, Richard worked closely with staff to develop a game plan to install irrigation in-house. Push-up greens with sufficient surface drainage cut the cost of greens construction significantly.



- **Restore the Ross golf course while maintaining playability and pace of play for daily golfers:** The decision to restore the Ross course was a simple one because the Ross greens provide much larger targets than the existing ones, making approach shots much more attainable for higher handicappers. In addition, wider fairways not only introduce Ross's strategic intent but once again provide a bigger target as well. Excessive bunkers were eliminated and in standard Ross fashion, one could conceivably play Bacon Park Golf Course from the first tee to the eighteenth green with a putter if they so chose.

Although the back nine was only open for the last three months of 2015, annual revenue for that year increased by 180% compared to the final pre-restoration year of 2013. Greens fees are a reasonable \$22.00 for an adult on the weekends. Richard completed the third nine holes at Bacon Park with a simple concept: Eliminate every sand bunker, eliminate forced carries over water, and create the most interesting greens possible for beginners, juniors, and senior golfers.

RMGA was awarded its second consecutive Municipal Renovation of the Year Award (as well as Best in Show) from GolfInc. Magazine for 2016. In the process, the return of the Savannah City Amateur (played since the 1950's) was revitalized by an equal revitalization found on the ground at Bacon Park. *"These dramatic changes are the work of a genius team"* declared judge Frank Benzakour, G.M. at the Village Club of Sands Point on Long Island, *"Donald Ross would be proud to see his work improved."*

B. BRAEMAR GOLF COURSE IN EDINA, MINNESOTA (MUNICIPAL)

2019 ASGCA Design Excellence Award

2020 GolfInc. Best New Course Honorable Mention

Client: City of Edina, Minnesota Parks & Recreation Department

Contact: Ann Kattreh, Director of Parks & Recreation, (612) 979-6810

a.kattreh@bloomingtonmn.gov

- Scope began with a Renovation Business Plan process to address an excess of golf for the City of Edina and explore ways to consolidate operations.
- Subsequent scope was a brand-new eighteen-hole golf course design on the site of an existing twenty-seven hole golf course owned by the City of Edina, Minnesota.
- The scope of the project did not change from initial estimates other than the removal of perimeter walking trails from the scope. A favorable competitive bid process resulted in favorable terms for the City.
- An increase of certain quantities was balanced with a reduction of other quantities to maintain the construction cost of the project. In addition, we removed a bridge from the project by re-routing cart path, reducing costs as well.

RMGA Start/End Dates:	6/17/2015 - 5/15/2019
Total RMGA Design Fees:	\$ 520,000.00
Final Cost Estimate:	\$6,553,772.28
Bid Award Final Amount:	\$5,324,322.93
Final Permitting/Construction Amount:	\$5,313,773.01 (-0.2% under budget)

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- **One Amendment increased design scope to new project after initial RBP.**
- **Four Change Orders** involved ground protection going into winter due to weather, adding greens barriers, upgrading a multi-use area to artificial grass, and reductions in quantities through value engineering.
- **No Stop Work Orders Issued.**

Why the new Braemar Golf Course project is effective...

As opening day for the new Braemar Golf Course neared, the buzz surrounding the project built to a crescendo as local golfers eagerly awaited the May 15, 2019 start by purchasing 1,650 membership cards, a **58% increase** over the old course's last year of

operation. In addition to cost control being in place once again, the effectiveness of this project will be measured in the satisfaction from the golfers, who are already playing at an average of **303 rounds per day** since May 15, and the ASGCA awarding Braemar a Design Excellence Award before the first tee shot was even hit.

"I had a chance to walk the front nine at Braemar on Thanksgiving. The width of the holes is really impressive. It's going to be a very fun and playable course."

MORGAN CLAWSON
MINNEAPOLIS RESIDENT





February 16, 2017

To whom it may concern,

It is a pleasure to have an opportunity to write a letter of recommendation for Richard Mandell. I have had the pleasure of working with Richard for the past three years on a master plan of Braemar Golf Course and the subsequent bidding and construction documents, project bidding and construction phases. Construction will be completed this year and the golf course will reopen in mid-2018.

Richard was selected after a rigorous application and interview process for the City of Edina and Braemar Golf Course. After his selection, Richard completed a significant public process to inform his planning. He worked with staff and a task force to narrow many course design options down to five and then prepared a detailed renovation business plan so that we could make educated decisions for the future of our golf enterprise. Our golf course redesign was especially challenging because of the numerous ponds, wetlands, wetland buffers and creek running through the property. Our project required approvals from local officials, the watershed district and the Army Corps of Engineers. Historically this has been a daunting and nearly impossible task. Richard's approach was to engage the regulatory agencies early and often. He learned and understood the restrictions, rules and regulations and worked clearly within them. He didn't push the rules, but instead worked well within the limits, much to the delight of our regulatory agencies. Richard's approach quickly earned the respect of all agencies and made the approval process relatively quick and easy. Richard's approach of restoring and enhancing environmental assets is a huge benefit to our facility and to the golf industry.

Richard has been responsive and thorough and has performed expertly with staff, task force, the Park Board and City Council. He quickly earned the respect of our task force and worked closely with this diverse group of residents to reach consensus. Richard's approach to golf course design, especially his tee shot distance equity and environmental focus have been highlights of our process and of our final design. He has proven his expertise in design as well as his understanding of the needs of the game of golf in order for our enterprise to be successful for this decade and many into the future. Richard provided a detailed cost estimate of each of the five design options and the estimates were solid. The project came in under budget and we were able to add several project alternates into the final approved project scope.

We look forward to completing the construction phase of our process and know that Richard will continue to provide the expert direction that he has to date.

If I can be of any further assistance, please don't hesitate to contact me directly.

Sincerely,

Ann Kattreh
Parks & Recreation Director
akattreh@edinamn.gov
952-826-0430

THE BRAEMAR GOLF COURSE STORY

Opened in May of 2019, the municipally-owned brand new Braemar Golf Course (City of Edina, Minnesota) demonstrates Richard's ability to utilize every natural feature of a site that was previously occupied by a failing 27-hole golf course. Richard's design and environmental successes impact the golf industry by showing what can be accomplished by bringing out the inherent character in a site where many would find little interest as there are no sandy dunes, cliffside oceanfront holes, or any other memorable features that the name golf architects are handed on an annual basis. Rather, Richard's work at Braemar was done on what locals would consider a dismal, swampy, boring former farm



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Yet the new Braemar routing is a clear example of how natural topography should determine the strategy of each golf hole, an approach that provides a variety of options for all golfer types. Richard moved the course away from its “narrow is good” reputation, providing ample fairways of forty to fifty yards wide that require the golfer to find the best route, few of which require forced carries. Many holes possess double fairways with central hazards that are playable by all golfers. The set of par-fives stand out in demonstrating how to maximize the natural topography of a property for strategic challenge.



Richard laid out tee boxes utilizing his Tee Shot Distance Equity system. In a nutshell, Richard's tee box positioning allows all golfer types to play the same club to each target rather than play from the same distance, usually with a different club.

More than anything, Richard's work at Braemar demonstrates how one can carefully place a golf course on an environmentally sensitive site while expanding the site's environmental footprint in the process. The project was approved by the local authorities as well as the Army Corps of Engineers in near-record time. Swift approvals were achieved because Richard fit his golf course around the constraints of the site rather than altered the site to match his golf course regardless of the site's characteristics.

Richard achieved the following in his work at Braemar:

- Reduction in overall golf course footprint of 22.40 acres. Original holes encompassed 195.20 acres. The new golf course will encompass 172.80 acres.
- 4.37 acres of created/restored wetlands on the property which will be part of a 7.50-acre area set aside for an Environmental Education Area.
- 0.59 acres of enhanced wetlands.
- Creation of 32.11 acres of wetland buffer. Only 20.11 acres were required by the Nine-Mile Creek Watershed District.
- An additional 9.54 acres of former golf course are set aside for a Multi-Use Area in northeast corner of the site.
- An addition of 33.85 acres of Oak Savanna Restoration Area to include Bur Oak, Red Oak, and Northern Pin Oak. Total tree canopy of the Savanna will be 11.25 acres. In 1947, 60.65 acres of 445 acre total site (13.6%) was wooded. Upon completion of the project, 155.73 acres of 445 acre total site (35%) will be wooded.
- 5.10 miles of cross-country ski trails added to the golf course.



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C. BOBBY JONES GOLF COURSE, SARASOTA, FLORIDA (MUNICIPAL)

Client: City of Sarasota, Florida

Contact: Mr. Jerry Fogle, Director of Parks & Recreation, (813) 385-8891
Jerry.Fogle@sarasotafl.gov

- Scope of work began with a Renovation Business Plan process for the entire 45-hole golf complex, including clubhouse master planning.
- Scope expanded to full design services for all of the golf course design work from Design Development through to Construction Administration (excluding clubhouse).
- Renovation Business Plan process brought together conflicting groups of golfer-citizens to develop a cohesive Master Plan satisfying all parties, including non-golfers.
- The 18-hole Donald Ross course will be restored and a new driving range, new short game practice area, and a new nine-hole Adjustable Golf Course will be built.

RMGA Start/End Dates:	1/20/2017 - Present
Total RMGA Design Fees:	\$555,000.00
Estimated Construction Cost Estimate:	\$10,500.00
Bid Award Final Amount:	TBD in 2021
Final Permitting and Construction Amount:	TBD

- **One Amendment increased design scope to new project after initial RBP.**
- **No Change Orders.**
- **No Stop Work Orders Issued.**



In 2017, Richard completed a Renovation Business Plan for the 45-hole Bobby Jones Golf Club owned by the City of Sarasota. The plan included restoration of the original eighteen Donald Ross holes and renovation of the other eighteen holes to create four interchangeable nines through distinction and unity within each nine.

In addition, Richard designed a practice facility that included a new driving range, short game area with two chipping greens between a fairway, and a 20,000 square-foot putting green. The centerpiece of the practice facility is an adjustable, nine-hole par-three course which will allow management to set up the golf course to play in a variety of ways. In addition, the adjustable course will be offered to golfers on an hourly-rate basis as a large short-game practice facility on certain days.

In 2020, City Commissioners approved a design contract for Richard to begin the design/permit process for the eighteen Ross holes and the other program elements. The plan for Bobby Jones will make an environmental statement that offers up benefits to golfers and non-golfers alike, making an environmental impact on the golf industry by clearly demonstrating how golf and the environment can be symbiotic and benefit all:

- Development of a 92-acre regional park incorporating an extensive wetland system to for flood control for surrounding neighborhoods and include passive and active recreational opportunities such as lawn bowling, perimeter multi-use paths, playground areas, open lawn space, and wetland rookeries.
- Incorporate functional native plantings throughout the property that can provide appropriate food and habitat for fish and birds.

- De-channelize the canals running throughout the property. Work in conjunction with Sarasota County Public Utilities Stormwater officials and the Southwest Florida Water Management District (SWFWMD) to expand canals (from 7.98 acres to 15.21 acres for a net increase of 7.23 acres) on site for flood control and water quality improvements.
- Work in conjunction with Sarasota County Public Utilities Stormwater officials and the Southwest Florida Water Management District (SWFWMD) to develop 1.08 acres of wetlands along northern entry points of Phillippi Creek Main B and Canal 3, 4-41 to trap sediments and nutrients coming onto the property from adjacent properties to the north.
- Work in conjunction with Sarasota County Public Utilities Stormwater officials to develop fish ladder opportunities within the waterbodies of the golf course.
- Work within Sarasota Bay Estuary Program's Five-Year Habitat Revitalization Plan to develop 2.35 acres of Littoral Shelves along Phillippi Creek - Main B.
- Increase floodplain capacity for runoff entering the site from the north:
 - Net Increase of Proposed Pond Storage: 0.95 acres
 - Net Increase of Proposed Canals: 7.23 acres.
 - Net Increase of Dry Hollow Storage: 11.50 acres
 - Total Net Increase in Floodplain Capacity: 19.68 acres
- Plant 17.79 acres of Native Pond Buffer Grasses and other plants around all water bodies on site to help improve water quality of runoff within the site as well as runoff entering the site from the north.
- Develop 18.30 acres of Native Grass Areas throughout property to reduce amount of manicured turf.
- Remove top 3" of organic layer and replace with well-drained sand mixture to increase infiltration.
- Install new irrigation system for the entire facility that maximizes efficiencies and minimizes water usage.
- Provide for 10 wellhead locations on golf course for future emergency drinking water access.
- Add a trail along Phillippi Creek-Main B and incorporate into the potential revitalization of 1.70 acres of Habitat Revitalization planned as part of the City's Five-Year Plan.
- Plan for a future Multi-Use Area of 3.1 acres along western side of Circus Boulevard. This wedge of ground is an opportunity for the City to include the non-golfing population in the revitalization of Bobby Jones.



Richard is currently working with the City to finalize permitting and alternate funding of the project (through grants), which is scheduled to break ground in April 2021.

D. TANGLEWOOD PARK, CLEMMONS, NORTH CAROLINA (MUNICIPAL)

Client: Forsyth County, North Carolina

Contact: Chris Weavil, Assistant Director, Parks & Recreation, (336) 703-2501,
weavilcs@forsyth.cc.

- Scope of work included the completion of a master plan started by the firm of RTJ II and subsequent restoration of original Robert Trent Jones bunkers not touched since the mid-seventies (other than random sand replacement over the years). The greens were restored to their original size and shape and re-grassed with Champion Bermuda. Extensive tree removal was necessary as part of the renovation as well.

RMGA Start/End Dates:	3/27/2017 - 10/1/2018
Total RMGA Design Fees:	\$220,000.00
Final Cost Estimate:	\$2,625,000.00
Bid Award Final Amount:	\$2,209,338.82
Final Permitting/Construction Amount:	\$2,369,238.82 (-9.8% under budget)

- **No Amendments.**
- **Two Change Orders** based on available funds for additional tree clearing and sod.
- **No Stop Work Orders Issued.**

Why the Tanglewood Championship Course is effective...

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The renovation improved playability through general architectural decisions to increase openings between greenside bunkers for easier run-up approach shots. Since many regulars are older golfers, the ability to play run-up approaches was vital to playability and has been well-received. The elimination of specific front and back bunkers allowed lesser-skilled golfers the chance to make recoveries around putting surfaces that weren't deep enough to hold those low-trajectory approaches.

"The comments from golfers have been unbelievably good. You would expect a couple of negative comments about the redesign, but I haven't heard any. I can't wait until spring when we can get the surrounds and fairways mowed down. It will really standout."

MIKE WILCOX
DIRECTOR OF GOLF



**Parks and Recreation
Department**



Michael Anderson
Director

TO: WHOM IT MAY CONCERN

It is indeed a pleasure for me to give my recommendation to Richard Mandell and the staff of Richard Mandell Golf Architecture (RMGA).

Forsyth County (NC) Parks and Recreation and I had the extreme enjoyment of working with one of the premier golf course architects in the United States in 2018 at Tanglewood Park.

Richard Mandell was selected from a wide field of golf course architects for our recent project due to his desire to produce a quality product for the Tanglewood Park Championship course, all the while keeping the historical design intent of the Robert Trent Jones Sr. designed course intact. It was the passion for the history of golf architecture worldwide, how that history worked with our design requirements, and the attention to detail throughout the design and construction process that combined to produce a superb end product.

Richard Mandell was able to effectively coordinate with both members and staff to gather input to assist his design. Richard Mandell was flexible where flexibility was needed throughout the entire project but always stayed true to the initial design intent of the project.

Richard Mandell's skills and abilities in my opinion are unsurpassed. It is without any hesitancy that I would recommend Richard Mandell and the staff of Richard Mandell Golf Architecture (RMGA) for your firm or project.

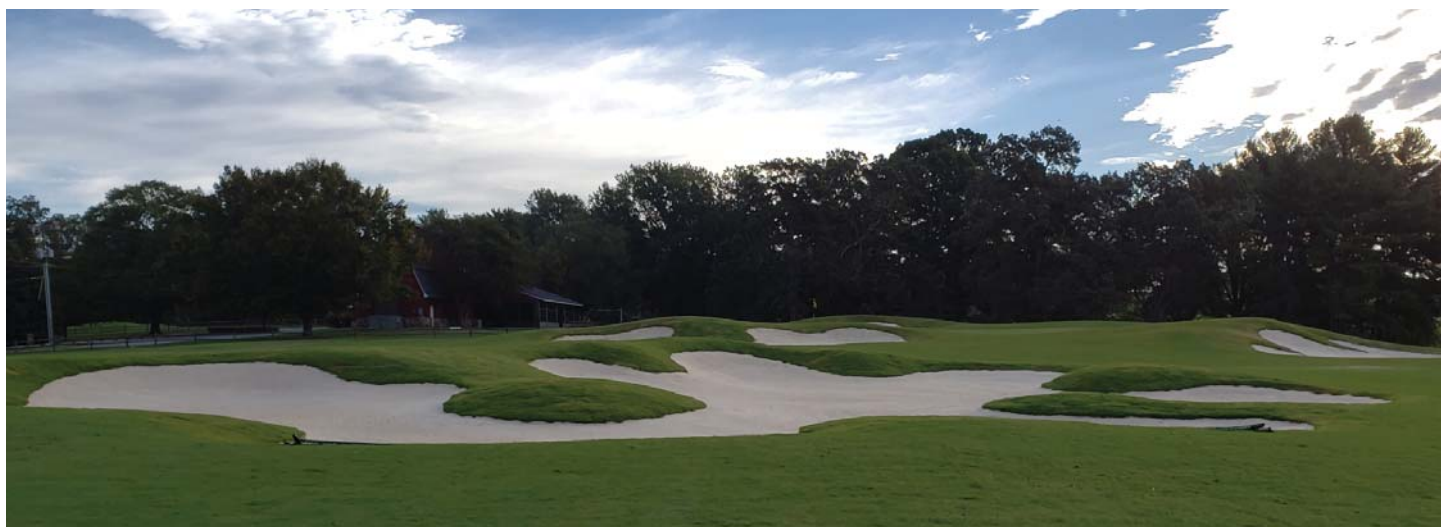
Sincerely,

A handwritten signature in black ink, appearing to read "Christopher S. Weavil". The signature is fluid and cursive, with a large, sweeping "C" at the beginning.

Christopher S. Weavil
Assistant Director of Operations
Forsyth County Parks and Recreation

THE TANGLEWOOD CHAMPIONSHIP GOLF COURSE STORY

Over many decades, the bunkers of the original Robert Trent Jones Tanglewood Championship Golf Course became contaminated with the underlying red clay, literally becoming clay bunkers. Edging over time expanded the total size of the bunkers to 192,000 square feet for 106 total bunkers. That number was reduced to 77 totaling 110,000 square feet.



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The design team agreed to restore the bunkers and greens based on the course layout as it played for the 1974 PGA Championship instead of RTJ's original 1960 layout. Jones' extensive 1974 work significantly changed its identity, one people still embrace when playing the course.

The RTJ design tested the best in the world with many bunkers protecting both the front and back of shallow putting surfaces. Yet although the course was well-known for its history, the majority of play came from public golfers. Through a series of course walk-throughs with members and staff, the RMGA Team gained a solid understanding of the playability needs of the regular golfers yet understood everyone's desire to preserve the design intent of Robert Trent Jones. It was through these discussions the team devised a plan to remove certain bunkers and reduce others.



The overall budget for the County was \$2,625,000.00. Based upon a favorable bid process, the County was able to do additional tree work and sodding, and greens re-grassing. The tree work was added to the bid as ten different alternates (per hole) to provide as much flexibility to the bid process as possible based on available funds.

The removal of trees surrounding the golf course improved maintainence by allowing previously shaded areas to dry out quicker, allowing the staff to resume daily mowing sooner. In addition, tree removal allowed the greens conversion to happen, greatly



reducing inputs through the elimination of cool-season Bent grasses (which required constant monitoring in the heat of the summer) to a warm-season grass (Bermuda) which thrives during the busiest season.

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The Robert Trent Jones bunker style at Tanglewood includes dramatic, high-flashed sand bunkers that resemble dunes. Since a primary goal of the renovation was to preserve the RTJ appearance, the project's success was partially defined by minimizing sand washes off the faces of the bunkers.

To minimize these washes, especially after storms, bunkers were built with the Better Billy Bunker system. In addition, the elimination of twenty-nine sand bunkers and the reduction of 43% of the bunker square footage improved maintainence for the staff on a daily basis. With additional time gained in maintaining less square footage, the staff can better maintain the curvilinear edging of the bunkers, a critical component in preserving the RTJ style.

The improvements gained through the renovation impacted the golf course's bottom line through increased rounds and revenue since the October 2018 re-opening. Despite unfavorable weather and the Christmas holidays, in the five months since re-opening revenues were up by 53% and annual rounds played since have increased by 8%.

VI.SUBCONTRACTORS

Richard Mandell Golf Architecture will NOT utilize any subcontractors during the term of the Contract.

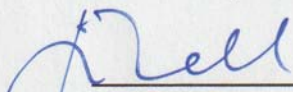
VII. REQUIRED FORMS

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 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.



SIGNATURE

RICHARD MANDELL

PRINTED NAME

RMGA, INC.

NAME OF COMPANY

RFQ/RFQ/ITB Number: 4652-20-DEM Title: GOLF COURSE ARCHITECTURAL SERVICES

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:

PMGA, INC.
2208 MIDLAND ROAD
PINEHURST, NC 28374

Application Number and/or Project Name:

GOLF COURSE ARCHITECTURAL SERVICES FOR HOLLYWOOD BEACH G.C.

Applicant IRS/Vendor Number: 56-2203599

Type/Print Name and Title of Authorized Representative:

RICHARD MANDEL, PRESIDENT

Signature: [Signature] Date: 9/28/20

RFQ/RFQ/ITB Number: 4652-20-DCM Title: GOLF COURSE ARCHITECTURAL SERVICES

NON-COLLUSION AFFIDAVIT

STATE OF: NORTH CAROLINA

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

- (1) He/she is Richard Marshall of RMGA INC., 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)

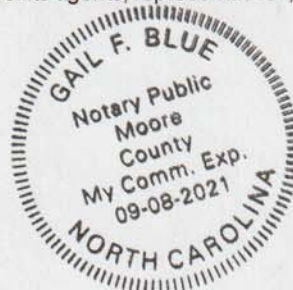
Title:

PRESIDENT

Subscribed and sworn to before me this

28th day of September, 2020

My commission expires: 9-8-2021



Gail F. Blue, Notary Public

RFQ/RFQ/ITB Number: 4652-20-DCM Title: GOLF COURSE ARCHITECTURAL SERVICES

REFERENCE QUESTIONNAIRE

It is the responsibility of the responder/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Richard Mandell

Firm giving Reference: OCWELCH GOLF Properties

Address: 1 Shorty Cooper Drive Savannah, GA 31406

Phone: (912) 354-2625

Fax: _____

Email: Fred.elmgren@baconparkgolf.com

1. Q: What was the dollar value of the contract?

A: \$ 160,000

2. Have there been any change orders, and if so, how many?

A: NO CHANGES

3. Q: Did they perform on a timely basis as required by the contract?

A: YES

4. Q: Was the project manager easy to get in contact with?

A: YES

5. Q: Would you use them again?

A: YES

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: WE GET REGULAR COMPLIMENTS ON HOW PLAYABLE OUR COURSE IS.

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Fred Elmgren Title: SPECIAL PROJECTS MANAGER

Signature: [Signature] Date: 9-15-20

REFERENCE QUESTIONNAIRE

It is the responsibility of the responder/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Richard Mandell (RMGA)

Firm giving Reference: Braemar Golf Course - City of Edina - Joe Abood, GM

Address: 6364 John Haris Drive Edina, MN 55439

Phone: 952-903-5754

Fax: _____

Email: Jabood@EdinaMN.gov

1. Q: What was the dollar value of the contract?

A: \$520,000

2. Have there been any change orders, and if so, how many?

A: There were no change orders.

3. Q: Did they perform on a timely basis as required by the contract?

A: All work was completed on schedule.

4. Q: Was the project manager easy to get in contact with?

A: Richard and staff were easily accessible.

5. Q: Would you use them again?

A: Yes.

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: The completed project has exceeded expectations of the City of Edina.

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Joe Abood Title: General Manager

Signature: Joseph M. Abood Date: September 15, 2020

REFERENCE QUESTIONNAIRE

It is the responsibility of the responder/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: RMGA (Richard Mandell Golf Architect)

Firm giving Reference: City of Sarasota (Parks and Recreation District-Bobby Jones Golf Club)

Address: 1845 John Rivers St., Sarasota FL 34234

Phone: 941-263-6563

Fax: 941-358-4446

Email: jerry.fogle@sarasotafl.gov

1. Q: What was the dollar value of the contract?

A: \$555,000

2. Have there been any change orders, and if so, how many?

A: No change orders

3. Q: Did they perform on a timely basis as required by the contract?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes we would

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: Richard Mandell and his team are very knowledgeable and professional

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Jerry Fogle Title: Director of Parks and Recreation-City of Sarasota

Signature:  Date: 9-15-20

REFERENCE QUESTIONNAIRE

It is the responsibility of the responder/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Richard Mandell Golf Architecture

Firm giving Reference: Forsyth County Tanglewood Park

Address: 4061 Clemmons Rd, Clemmons, NC 27012

Phone: 336-703-6423

Fax: _____

Email: Wilcoxma@forsyth.cc

1. Q: What was the dollar value of the contract?

A: \$220,000

2. Have there been any change orders, and if so, how many?

A: No

3. Q: Did they perform on a timely basis as required by the contract?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: _____

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Mike Wilcox Title: Director of Golf

Signature: [Signature] Date: 8/15/20

STATEMENT OF QUALIFICATION CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) BMAA, INC.

Name/Principal/Project Manager: RICHARD MANDELL, PRESIDENT

Address: 2208 MIDLAND ROAD

City: PINEHURST State: NC Zip: 28774

Telephone No. 910-255-3111 FEIN/Tax ID No. 56-2203599 Email: RICHARD@GOLF-ARCHITECTURE.COM

Does your firm qualify for MBE or WBE status: MBE NO WBE NO

ADDENDUM ACKNOWLEDGEMENT - Respondent acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued
<u>Q2A</u>	<u>AS LATE AS 9/15/20</u>		

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Respondent will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is implied that your bid/proposal complies with the full scope of this solicitation. If this section does not apply to your bid, simply mark "N/A". If submitting your response electronically through BIDS SYNC you must click the exception link if any variation or exception is taken to the specifications, terms and conditions.

N/A

The below signatory agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a Contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings, exceed the amount of \$500.00. This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

RICHARD MANDELL
Name (printed)

9/28/20
Date:

[Signature]
Signature

PRESIDENT
Title

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 Richard Marshall, Pres. for RMGA, INC.
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 2208 MIDLAND RD - PINEHURST, NC 28370
and if applicable its Federal Employer Identification Number (FEIN) is 56-2103599. 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 a 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 upon 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):

☒ 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.

☒ 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 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 PROJECT OF ANY CHANGE IN THE INFORMATION CONTAINED ON THIS FORM.

[Signature]
(Signature)

Sworn to and subscribed before me this 28th day of September, 2020.

Personally known ☒

Or produced identification _____

Notary Public-State of NC

My commission expires: 9-8-2021

Gail F. Blue
Printed, typed or stamped commissioned
name of notary public

Gail F. Blue, Notary Public



RFQ/RFQ/ITB Number: 4652-20-DCM Title: GOLF COURSE ARCHITECTURAL SERVICES

RFQ/RFQ/ITB Number: _____ Title: _____

HOLD HARMLESS AND INDEMNITY CLAUSE

(Company Name and Authorized Representative's Name)

RMCA, INC
Richard Mandell, 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

RICHARD MANDELL

PRINTED NAME

RMCA, INC.

COMPANY OF NAME

9/28/20

DATE

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

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."


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, respondent, 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, respondent, 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 the Contract.

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

	<u>Richard Mandell</u>
SIGNATURE	PRINTED NAME
<u>RMGA, Inc</u>	<u>PRESIDENT</u>
NAME OF COMPANY	TITLE

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