



Indian River County Purchasing Division
1800 27th Street
Vero Beach, FL 32960
Phone (772) 226-1416

Request for Qualifications

Project Name: Sandridge Clubhouse Architectural Design

RFQ #: 2021020

RFQ Opening Date: **March 31, 2021**

RFQ Opening Time: **2:00 P.M.**

Pre-Solicitation Meeting: **Wednesday, March 3, 2021**

9:00 a.m.

Sandridge Clubhouse Café

5300 73rd Street, Vero Beach

All Statements of Qualifications (SOQs) must be received by the Purchasing Division, 1800 27th Street, Vero Beach, Florida 32960 prior to the date and time shown above. Late responses will be not be accepted or considered.

PLEASE SUBMIT:

(1) ONE MARKED ORIGINAL,

(5) COPIES OF YOUR BID, AND

ONE ELECTRONIC COPY AS A SINGLE PDF ON USB, CD OR EMAILED TO

PURCHASING@IRCGOV.COM PRIOR TO THE BID OPENING DATE AND TIME.

Refer All Questions to:

Email: purchasing@ircgov.com

REQUEST FOR QUALIFICATIONS

RFQ # 2021020

Sandridge Clubhouse Architectural Design

In compliance with Section 287.055, Florida Statutes, the Indian River County Board of County Commissioners is requesting Statements of Qualifications (SOQs) for professional architectural and engineering firms for the design of a new clubhouse.

Detailed specifications are available at: www.demandstar.com or by selecting "Current Solicitations" at <http://www.ircgov.com/Departments/Budget/Purchasing>.

Receipt of one original and five (5) copies of SOQs to the Purchasing Division, 1800 27th Street, Building B, Vero Beach, Florida 32960 must occur by 2:00 p.m. Wednesday, March 31, 2021.

A **non-mandatory pre-solicitation meeting** will be held in the clubhouse café on March 3, 2021 at 9:00 a.m. No additional meetings will be held, but the site is available for independent viewing during normal operating hours.

Initial screening, ranking, final ranking and negotiations will be in accordance with the Consultant Competitive Negotiation Act, Section 287.055, Florida Statutes. The Board of County Commissioners reserves the right to accept or reject any and all submittals and to waive any and all informalities.

PURCHASING MANAGER
INDIAN RIVER COUNTY

Publish: For Publication on Demandstar and Vendor Registry

Date: Thursday, February 18, 2021

Scope of Services

1. INTRODUCTION

Indian River County is seeking Statements of Qualification from architectural design firms experienced in golf facility and clubhouse design for an expansion of the current facilities, including an event space and renovation of kitchen facilities at Sandridge Golf Club.

The current single-story Clubhouse opened December 1992 and consists of a café, pro shop, men's and women's bathrooms, and staff offices.

Exhibit A shows the footprint of the existing clubhouse facility and the proposed footprint of the new clubhouse.

Exhibit B is the Sandridge Golf Club Business Plan which details the anticipated needs for the facility.

Timeline: Desired design completion by November 1, 2021, with 100% plans ready for bidding by January 1, 2022.

Indian River County is requesting architectural design services, site planning services, cost projections, and other professional services for a country club design that would be appropriate for the community, given the nature, tradition and history of Sandridge Golf Club. The objective is to design a new addition to the clubhouse and recreational facility that is aesthetically pleasing, utilizes space and resources efficiently, is economically sustainable, and provides a unique public atmosphere for Indian River County residents and guests.

The new facility will encompass event space for 200 people, along with a commercial grade kitchen to service both the current restaurant for daily operation and the new event space. The new structure will be constructed next to the current site of the Sandridge Golf Club Clubhouse. The new event space should have a room partition to create two smaller rooms as needed. In addition, the new event space will include a separate space for a reception area, several offices and a conference room. An outside deck area for seating and dining should be included in the design, as well.

Submittal Instructions

Professional Architectural or Engineering Firms (Consultants) responding to this Request for Qualifications (RFQ) shall submit the following in their Statement of Qualifications (SOQ):

Information to Be Submitted: Submit one marked original and five (5) copies, plus one electronic copy. SOQs must include and are requested to be organized as follows:

- a. A history a description of the range of services offered by of the Consultant.
- b. Summaries or biographies of the required Consultant Staff that will be assigned to the County. Include name, background, special skills, number of years with the firm and years of experience. Identify the Consultant's representative assigned to manage the County's project.
- c. A detailed description of the Consultant's approach and vision for the project. Firms should indicate their determination of the best configuration(s) for the site to maximize the County's return on investment? More than one vision may be submitted.
- d. Provide a projected timeline/schedule with the Consultant's methodology.
- e. Project List: Provide a list of relevant projects (with an emphasis on golf courses and recreational facilities, both public and private) to which the firm participated in providing professional architectural services as a consultant or sub-consultant. The individual project details shall include:
 - (a) Name of Project
 - (b) Project Location
 - (c) Brief Project Scope
 - (d) Client Contact Information
 - (e) Professional Service Rendered
 - (f) Status (Consultant or Sub-consultant)
 - (g) Project Budget
 - (h) Project Schedule Duration (Start Date – Completion Date)
- f. Litigation: List of all ligation cases during the past three (3) years in which the proposing firm has been a named party. Provide case number, case venue, and brief description of facts.
- g. Firm Information form
- h. Sworn statement on Disclosure of Relationships as per Section 105.08 of the Indian River County Code (physical signature and notarization required).
- i. Certification Regarding Prohibition Against Contracting with Scrutinized Companies (physical signature required)
- j. Certification regarding lobbying (physical signature required)
- k. Certification regarding debarment (physical signature required)

Method of Selection: The County shall convene a Selection Committee of which the responsibility shall be as follows:

- a. Independently review and evaluate each Submittal
 1. Each Committee member shall evaluate each firm by assigning a number of points for each criterion, as established in the solicitation, and then totaling the number of points for all criteria.
 2. Each Committee member shall then rank the firms on the basis of the total number of points received for all criteria, with the firm receiving the most points being ranked # 1.
- b. As a "Committee of the whole", develop a combined ranking order of all Submittals meeting minimum qualifications. The ranking of firms shall be done in the following manner:

1. The rankings received by each firm from all Committee members shall be totaled and divided by the number of Committee members, to produce an average ranking.
 2. The firm receiving the lowest average ranking (i.e. closest to # 1) shall be ranked the # 1 firm, and the process repeated until all firms have been ranked according to their average ranking.
 3. In the event of a tie, the ranking of tied firms shall be determined by a comparison of the total number of points received by each firm from all Committee members. The firm with the highest number of points will be awarded the higher ranking position.
 4. The Committee may discuss the rankings and their reasons behind them, and each member may modify their ranking of firms accordingly until the Committee is satisfied with the rankings.
 5. After interviews, and based upon information learned during the interviews, each Committee member will rank the firms in order of preference and a consolidated final Committee ranking established.
- c. The County may, solely at its own option, seek additional Submittals with this or a similar Submittal in the event the County, solely at its own option, determines that the quantity and/or quality of Submittals received is insufficient to meet the County's needs and/or that award of a contract arising from this RFP would not be in the public interest.
 - d. The Committee shall forward its recommendations in accordance with the ranking to the Indian River County Board of County Commissioners, which shall, at its sole option, authorize negotiations of a contract pursuant to the requirements of Florida law.
 - e. The Indian River County Board of County Commissioners possesses sole authority to award a contract for the services sought herein.

Criteria for Award:

EVALUATION CRITERIA	EVALUATION POINTS MAXIMUM
1. Firm qualifications/capabilities and similar projects*	20
2. Staff qualifications	15
3. Approach	25
4. Proposed Timeline	25
5. References	15
TOTAL	100

*In determining whether a firm is qualified, the Committee shall consider such factors as the ability of professional personnel; whether a firm is a certified minority business enterprise; past performance; willingness to meet time and budget requirements; location; recent, current, and projected workloads of the firms; and the volume of work previously awarded to each firm by the agency, with the object of effecting an equitable distribution of contracts among qualified firms, provided such distribution does not violate the principle of selection of the most highly qualified firms.

General Instructions

Cone of Silence. Potential respondents and their agents must not communicate in any way with the Board of Commissioners, County Administrator or any County staff other than Purchasing personnel in reference or relation to this solicitation. This restriction is effective from the time of solicitation advertisement until the Board of County Commissioners meets to authorize award. Such communication may result in disqualification.

Sealed Submittals and Envelope Markings: All responses shall be submitted in a sealed envelope or box. The outside of the envelope shall be clearly marked with the Consultant's Name and Return Address, Proposal #, Title, Date of opening, and Time of Opening.

Opening Location: Responses must be received by the Purchasing Division at 1800 27th Street, Vero Beach, FL 32960, on or before the closing hour and date listed in the Request for Proposals. SOQs submitted after the stated time and date will not be accepted or considered.

Submission: Submit one marked original and five (5) copies of your SOQ, PLUS one electronic copy submitted on CD, USB drive or by email to purchasing@ircgov.com PRIOR to the due date and time for responses. All forms must be physically signed, as electronic signatures are not accepted at this time.

Taxes: Indian River County is exempt from any taxes imposed by State and / or Federal Government. Exemption Certificates, if required, are to be furnished by the successful Consultant and will be filled out by the County.

Indemnification: The Consultant shall defend, indemnify and hold harmless the County and its commissioners, officers, employees and agents, from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the design professional and other persons employed or utilized by the design professional in the performance of the contract.

Public Access: The Consultant shall comply with Florida's Public Records Law in accordance with the provisions of Chapter 119, Florida Statutes. Specifically, the Consultant shall keep and maintain public records that ordinarily and necessarily would be required by the County in order to perform the service. The Consultant shall provide the public with access to public records on the same terms and conditions that the County would provide the records at a cost that does not exceed the costs provided in Chapter 119 or as otherwise provided by law. The Consultant shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law. The Consultant shall meet all requirements for retaining public records and transfer, at no cost, to the County, all public records in possession of the Consultant upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

Public Entity Crimes: Pursuant to Florida Statutes Section 287.133(2)(a), all Consultants are hereby notified that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity (defined as the State of Florida, any of its departments or agencies, or any political subdivision); may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in

Florida Statutes Section 287.017 for CATEGORY TWO [currently \$35,000] for a period of 36 months from the date of being placed on the convicted vendor list. A "public entity crime" 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 misrepresentation.

Suspension and Debarment: Indian River County will not make award to parties listed on the government-wide exclusions in the System for Award Management (SAM). The Consultant agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The Consultant further agrees to include a provision requiring such compliance in its lower tier covered transactions.

Scrutinized Companies Lists: The Consultant certifies that it and those related entities of respondent as defined by Florida law are not on the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725 of the Florida Statutes, and are not engaged in a boycott of Israel. In addition, if this agreement is for goods or services of one million dollars or more, Contractor certifies that it and those related entities of respondent as defined by Florida law are not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to Section 215.473 of the Florida Statutes and are not engaged in business operations in Cuba or Syria. The County may terminate this Contract if Company is found to have submitted a false certification as provided under section 287.135(5), Florida Statutes, been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or been engaged in business operations in Cuba or Syria, as defined by section 287.135, Florida Statutes. County may terminate this Contract if Company, including all wholly owned subsidiaries, majority-owned subsidiaries, and parent companies, that exist for the purpose of making profit, is found to have been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel as set forth in section 215.4725, Florida Statutes.

Accordingly, firms responding to this solicitation shall return with their response an executed copy of the attached "Certification Regarding Prohibition Against Contracting With Scrutinized Companies." Failure to return this executed form with submitted bid/proposal/statement of qualifications will result in the response being deemed non-responsive and eliminated from consideration.

Non-Discrimination: Indian River County will not knowingly do business with vendors or contractors who discriminate on the basis of race, color or national origin, sex, sexual orientation, gender identity, age and/or disability. Through the course of providing services to the County, Contractors shall affirmatively comply with all applicable provisions of Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987 and the Florida Civil Rights Act of 1992, as well as all other applicable regulations, guidelines and standards. Any person who believes their rights have been violated should report such discrimination to the County's Title VI/Nondiscrimination Coordinator through the office of the County Attorney.

E-Verify: Consultant must be registered with and use, at their sole expense, the Department of Homeland Security's E-Verify system (www.e-verify.gov) to confirm the employment eligibility of all newly hired employees, as required by Section 448.095, F.S. Owner, contractor, and subcontractors may not enter into a contract unless each party to the contract registers with and uses the E-Verify system. Consultant is responsible for obtaining proof of E-Verify registration for all subcontractors/subconsultants. This requirement applies to any provider of services or goods.

Local Preference: Indian River County has no local ordinance or preferences, as set forth in section 255.0991(2), Florida Statutes, in place, therefore no preference prohibited by that section will be considered in the acceptance, review or award of this solicitation.

Regulations: It shall be the responsibility of the Consultant to assure compliance with any OSHA, EPA and / or other Federal or State of Florida rules, regulations, or other requirements, as each may apply.

Interpretations: No oral interpretations will be made to any Consultant as to the meaning of the RFQ documents. Every request for such an interpretation shall be made in writing, addressed and forwarded to Indian River County (purchasing@ircgov.com) ten (10) or more days before the date fixed for opening of the RFQ. The County shall not be responsible for oral interpretations given by any County employee. Every interpretation made to Consultants will be in the form of an Addendum, which if issued, will be sent promptly as is practical to all persons to whom RFQ documents have been issued. All such Addenda shall become part of the RFQ documents. Further, it shall be the responsibility of each Consultant, prior to submitting their SOQ, to contact Indian River County's Purchasing Division at (772) 226-1416 to determine if addenda were issued and to make such addenda a part of their SOQ.

Applicable Law and Venue: Contract(s) resulting from this RFQ and all rights and duties of the parties hereto shall be governed by the laws of the State of Florida, including but not limited to the provisions of the Florida Uniform Commercial Code Chapters 671-679 F.S., for any terms and conditions not specifically stated in this solicitation and resulting agreement. Venue for any lawsuit brought by either party against the other party or otherwise arising out of this Contract shall be in Indian River County, Florida, or, in the event of a federal jurisdiction, in the United States District Court for the Southern District of Florida.

Conflict of Interest: Any entity submitting a bid, proposal, qualifications or entering into a contract with the County shall disclose any relationship that may exist between the contracting entity and a County Commissioner or a County Employee. The relationship with a County Commissioner or a County Employee that must be disclosed is as follows: *father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, daughter-in-law, son-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, grandparent, or grandchild*. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of the entity. The disclosure of relationships shall be a sworn statement made on a County approved form. Failure to submit the form will be cause for rejection of the bid or proposal.

Prohibition Against Contingent Fees: If a contract is entered resulting from this request for qualifications, it shall include a prohibition against contingent fees statement, as required by FS 255.087.

Right to Protest: Any actual or prospective responding Consultant who is aggrieved in connection with a competitive selection process may protest to the Purchasing Manager. The protest shall be submitted to the Purchasing Manager in writing within seven (7) calendar days after the bidder or proposer knows or should have known of the facts giving rise to the protest. If the protest is not resolved by mutual agreement, the Purchasing Manager shall promptly issue a decision in writing, after consulting the Department and the Office of the County Attorney.

Awards: The County reserves the right to cancel the solicitation, reject any and all SOQs or waive any irregularity or technicality in submittals received. The County reserves the right to not make any award(s) under this solicitation.

Termination by the County: The County reserves the right to terminate a contract by giving thirty (30) days notice, in writing, of the intention to terminate, if at any time the Consultant fails to abide by or fulfill any of the terms and conditions of the contract. The County also reserves the right to terminate this contract for convenience of the County and / or with or without cause.

Compliance with Laws and Regulations: Consultant agrees that they will comply with all Federal, State, and Local Laws and Regulations applicable to the production, sale, and delivery of the goods or the furnishing of any labor or services called for by this solicitation and resulting agreement, and any provisions required thereby to be included herein shall be deemed to be incorporated herein by reference. Noncompliance may be considered grounds for termination of contracts.

Insurance:

The Consultant shall provide, prior to execution of the contract, the insurance required under this section for approval by the County. Firm's insurance shall be primary. The County shall be named as an additional insured for both General Liability and Automobile Liability. The awarded firm shall maintain the following limits of insurance during the term duration of this agreement.

General Liability

- Each Occurrence \$500,000
- Fire Damage-any one fire \$50,000
- Medical Expenses-any one person \$5,000
- Personal and Advertising Injury \$500,000
- General Aggregate \$500,000
- Combined Single Limit \$500,000

Automobile Liability – Combined Single Limit \$500,000

Worker's Compensation as required by the State of Florida

- Each accident \$100,000
- Each Disease – Each employee \$100,000
- Each disease – policy limit \$500,000

Professional Liability Insurance

- \$1,000,000 per occurrence
- \$2,000,000 aggregate combined single limit
- \$5,000 maximum deductible per claim

The policy shall cover the firm, all employees, and/or volunteers, and all independent contractors, subcontractors and professional contractual persons hired or retained by contractor.

All above insurance policies shall be placed with insurers with a Best's rating of no less than A-VII. The insurer chosen shall also be licensed to do business in Florida. The insurance policies procured shall be "Claims Made" policies or as generally available on the open insurance market.

The Insurance Carriers shall supply Certificates of Insurance evidencing such coverage to the Indian River County Risk Management Department prior to the execution of this Agreement.

The insurance companies selected shall send written verification to the Indian River County Risk Management Department that they will provide 30 days written notice to the Indian River County Department of Risk Management of its intent to cancel or terminate.

Indian River County reserves the right to accept or reject any or all proposals in whole or in part and waive any and all any technicalities or irregularities.

FIRM INFORMATION

Communications concerning this statement of qualifications shall be addressed to:

Company Name			
Tax ID Number		W-9	Attached <input type="checkbox"/>
Firm Name as enrolled in E-Verify		Date enrolled in E-Verify	
Contact Name		Phone	
Title		Email	
Address			

The following addenda are hereby acknowledged:

Addendum Number	Date

SWORN STATEMENT UNDER SECTION 105.08, INDIAN RIVER COUNTY CODE, ON DISCLOSURE OF RELATIONSHIPS

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement **MUST** be submitted with Bid, Proposal or Contract No. 2021020
for RFQ for Sandridge Clubhouse Design

2. This sworn statement is submitted by: _____

(Name of entity submitting Statement)

whose business address is:

_____ and its Federal Employer Identification Number (FEIN) is _____

3. My name is _____
(Please print name of individual signing)

and my relationship to the entity named above is _____

4. I understand that an "affiliate" as defined in Section 105.08, Indian River County Code, means:

The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of the entity.

5. I understand that the relationship with a County Commissioner or County employee that must be disclosed as follows:

Father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, daughter-in-law, son-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, grandparent, or grandchild.

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

_____ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the

entity, have any relationships as defined in section 105.08, Indian River County Code, with any County Commissioner or County employee.

_____ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents, who are active in management of the entity have the following relationships with a County Commissioner or County employee:

Name of Affiliate or entity	Name of County Commissioner or employee	Relationship
_____	_____	_____
_____	_____	_____
_____	_____	_____

(Physical Signature)

(Date)

STATE OF _____

COUNTY OF _____

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this ____ day of 20____, by _____ (name of person making statement).

(Signature of Notary Public - State of Florida)
(Print, Type, or Stamp Commissioned Name of Notary Public)

who is personally known to me or who has produced _____ as identification.

CERTIFICATION REGARDING PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED COMPANIES

(This form MUST be submitted with your response)

I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies that Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this solicitation is for a contract for goods or services of one million dollars or more, I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the County may immediately terminate any contract resulting from this solicitation upon written notice if the undersigned entity (or any of those related entities of respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any contract for goods or services of one million dollars or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

Name of Respondent: _____

By: _____
(Authorized Signature)

Title: _____

Date: _____

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned Firm certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

Name and Title of Contractor's Authorized Official

Date

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION
INELIGIBILITY AND VOLUNTARY EXCLUSION**

(1) The CONSULTANT certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

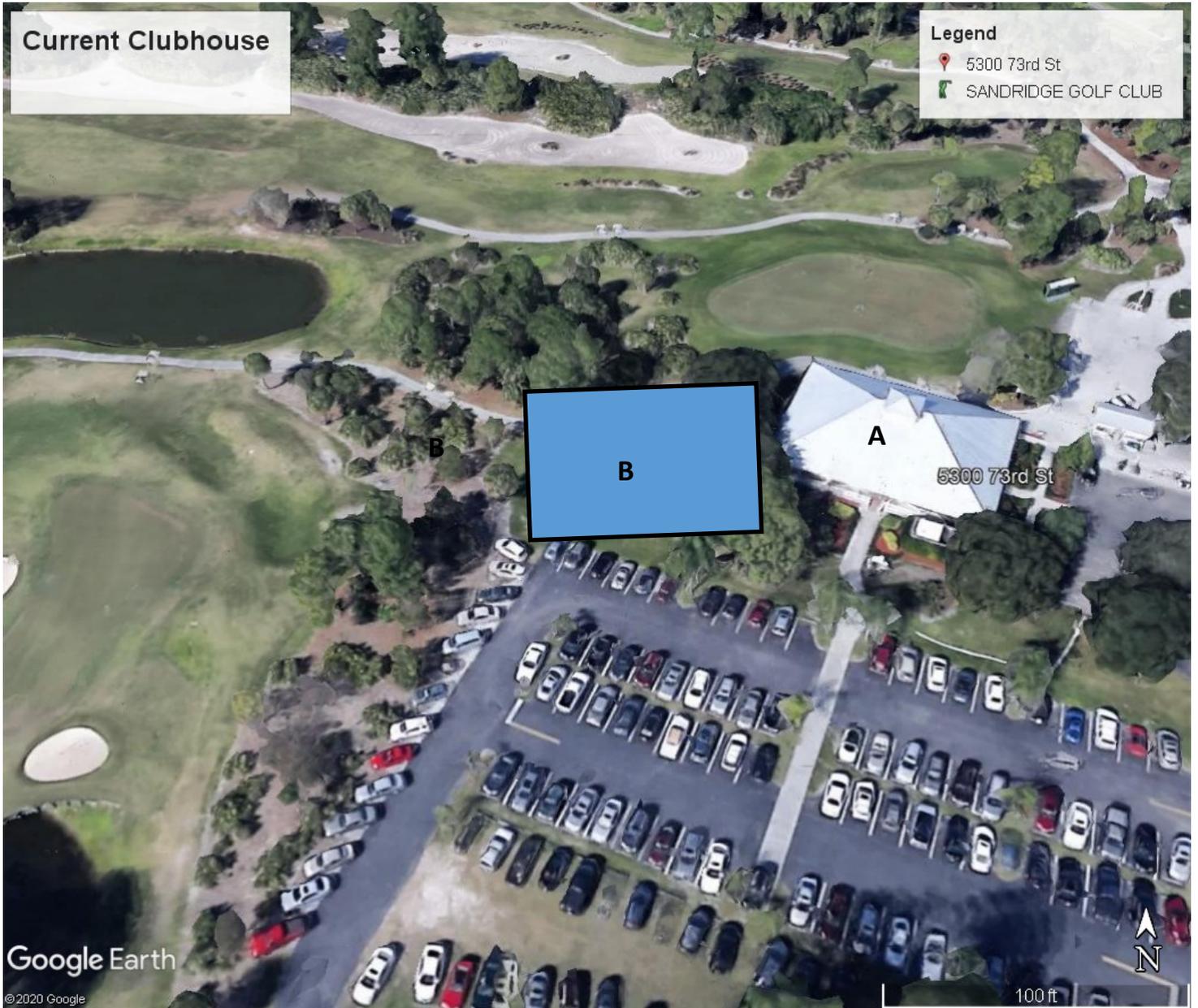
(2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature of Proposer's Authorized Official

Name and Title of Proposer's Authorized Official

Date

Exhibit A



- A Current Clubhouse
- B Proposed Footprint of addition



Sandridge Golf Club

Business Plan – Clubhouse

***“Where Exceptional Golf
Is An Amenity For The Public”***

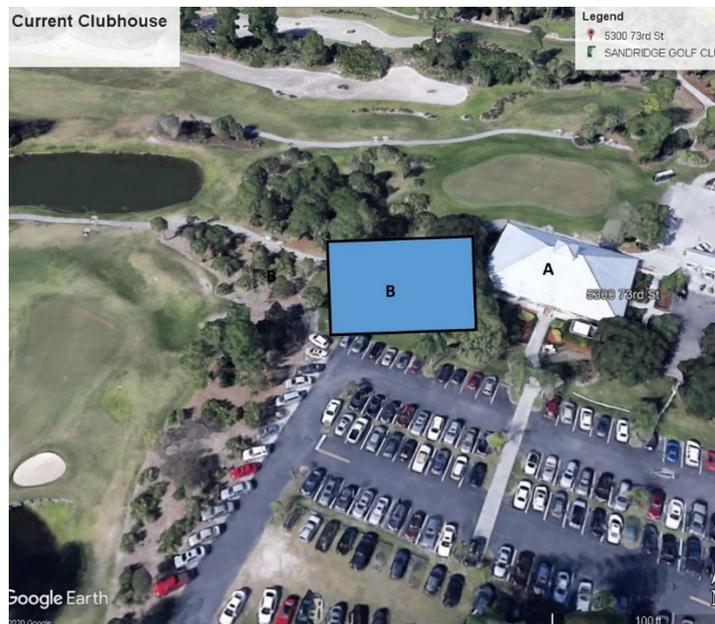




Clubhouse Business Plan Summary

Vision:

To create a public space that can be appreciated and utilized by the golfer and non-golfer alike today, tomorrow, and in future years through capitalizing on the natural setting of the Sandridge Golf Club, the abundance of wildlife, and course location. The future strategy will be to utilize this integrated business plan as a roadmap for operations and marketing that will produce the necessary revenue stream to continue to be a self-funding recreational facility that maintains no reliance on tax-funding subsidies. Our goal is to provide club life for the general public while expanding the opportunity for those in the north County to have meeting and event space.



- A Current Clubhouse
- B Proposed Footprint of addition



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Section 1: Vision and Business Plan Purpose

The Sandridge Vision

To create a public space that can be appreciated and utilized by the golfer and non-golfer alike today, tomorrow, and in future years through capitalizing on the natural setting of the Sandridge Golf Club, the abundance of wildlife, and course location. The future strategy will be to utilize this integrated business plan as a roadmap for operations and marketing that will produce the necessary revenue stream to continue to be a self-funding recreational facility that maintains no reliance on tax-funding subsidies. Our goal is to provide club life for the general public while expanding the opportunity for those in the north County to have meeting and event space.

Business Plan Purpose

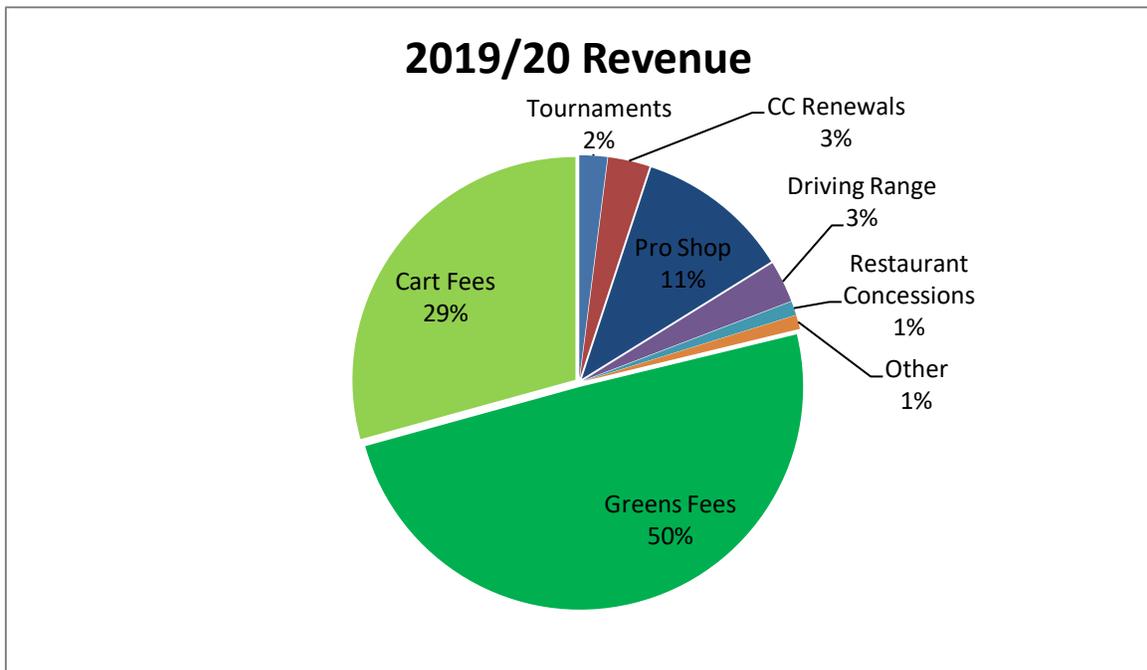
The business of golf is competitive. A substandard course or the lack of quality facilities loses golfers and hampers attracting new ones. The purpose of this business plan is to identify the key issues and strategic business objectives for the sustained, successful operation of the Sandridge Golf Club (SGC). This plan outlines the steps, goals, and operational standards that will set the future success of the course.

In the past six years, Sandridge Golf Club has made numerous enhancements to the golf course and practice facilities including a new irrigation system on the Dunes Course in 2014 and on the Lakes Course in 2017. This re-investment has increased the stature of the course with local and traveling golfers. There has been a change in the golfer who is attracted to the course, and Sandridge Golf Club has continued to focus on youth and family participation with year round programming. To sustain the cost of maintaining the investment, the course must identify and aggressively enhance revenues. The golf course is a key part of the diverse recreation facilities that are provided to the community. The overall recreation facility reinvestment and enhancement capital improvement program has proven to be successful in sustaining quality public amenities and is a necessary reoccurring cycle that sustains the public investment. Anything less would make the golf facility substandard to all the other recreational facilities offered to the community. A comprehensive business plan, adequate maintenance and renovation programs, and a capital improvement program will protect the County's asset.

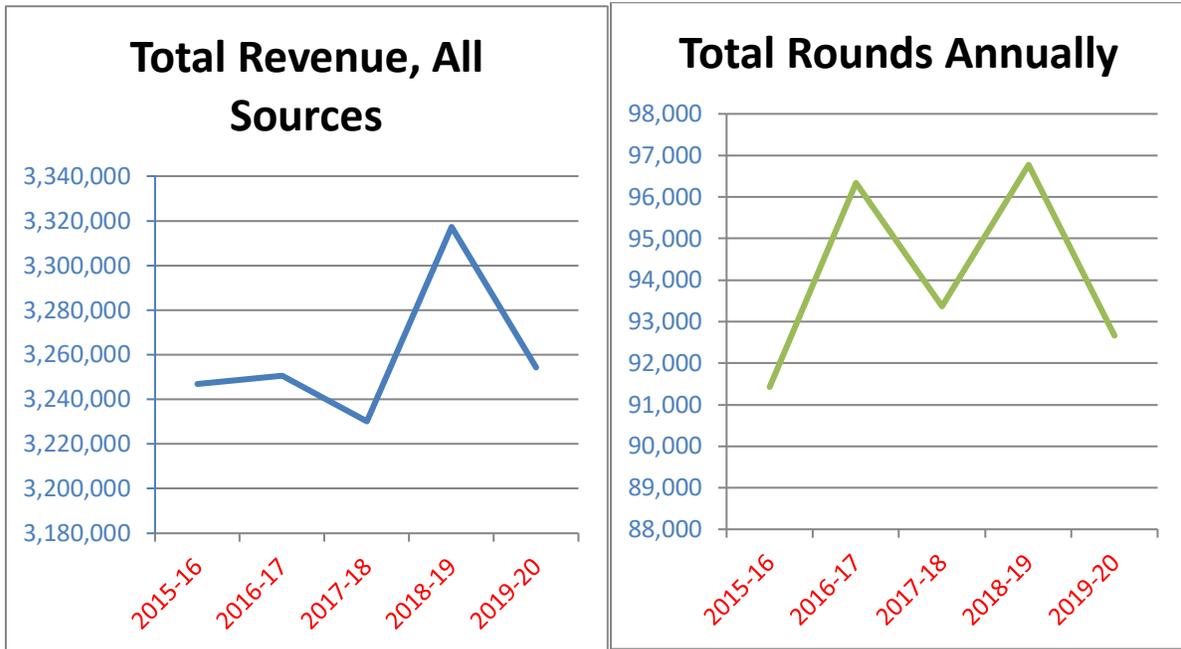
Section 2: Background & Current Operations

The Dunes Course was built in 1987 followed by the Lakes Course in 1992 by the County. The current clubhouse was constructed and opened in December 1992 when the Lakes Course opened for play. Various operational plans have been utilized to manage the facility since inception. The County had controlled all aspects of the operation until 1997 when it contracted out the maintenance to International Golf Maintenance who has maintained both golf courses to this day. In 2008, the County also contracted out the Food and Beverage portion of the operation with multiple lessees in a ten year period. The County has consistently improved operations over the past eight years and produced a constant level of revenue and rounds.

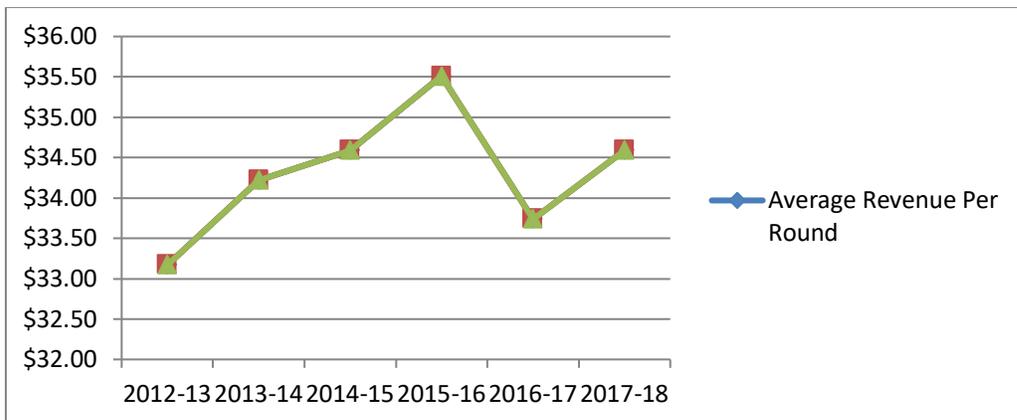
The golf course operational budget for FY2021 is approximately \$3.2M revenue/expense. Fifty eight percent of the budget is dedicated to maintenance functions with the remainder directed to operations and programming. Revenues for the past two fiscal years have remained consistent and are composed of:



Revenue and rounds played have also remained consistent over the last five years. As reflected in the charts below, revenue and rounds have followed the same pattern.



Although rounds played and revenue have followed a similar pattern, the chart below depicts a consistent upward trend in the average revenue per round. This is a positive trend for the course. The recent irrigation system and course renovations had the most effect on the average cost per round. Although we haven't raised rates since before 2004, we have been able to increase our average revenue per round through the renovation of the Pro Shop and increased merchandise sales, renovation of the driving range, increase tournament participation and outside events as well as increase league play.

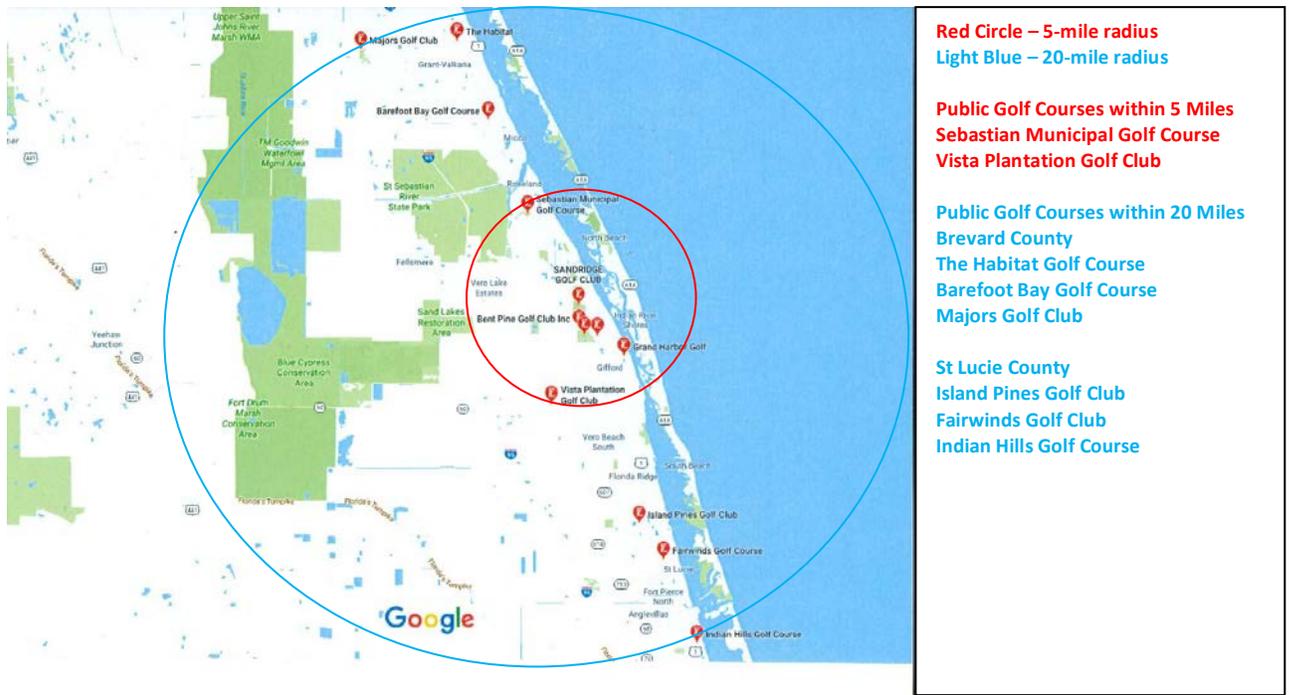


The facility is staffed with 3 full-time staff, including the Director of Golf, Manager of Golf Operations and Assistant Golf Professional. Part-time staff make up the core team serving the public including 6 Pro Shop Attendants and 24 Outside Operations Attendants. Staffing costs are 20% of all expenses.

There are two Public/private partnerships currently in place. Food and beverage service is provided under a lease agreement. All of the golf course maintenance has been contracted to International Golf Maintenance. This hybrid approach has allowed the County to retain management control of the facility without taking on the additional staff necessary to operate certain elements that would place pressure on the expense budget.

Since 2004, Sandridge Golf Club has produced rounds near or above 94,000 annually. This consistent number reflects the market positioning of the course in Indian River County. There are relatively few public golf courses in the area. The value of the course, its natural setting, and proximity to population bases have sustained the number of rounds, while on average, nationally there has been a decline in golf.

The map below depicts courses within a twenty-mile radius. There are sixteen golf courses within a five-mile radius, two of which are public-play courses. Within a twenty-mile radius, there are an additional nine courses of which six are public play.



Sandridge Golf Club is a full-service golf course with practice facility and two regulation 18 hole, par 72 golf courses, The Dunes and The Lakes. The Dunes Course plays from 4,000 to 7,100 yards while the Lakes Course plays from 4,000 to 6,200 yards. Staffing includes one PGA Class A Professional who manages the programs and lessons. Sandridge Golf Club provides the following services and programming:

- Grass Driving range/putting green/Short Game chipping & pitching area,
- Pro shop with a full compliment of merchandise,
- Private lessons,
- Group clinics,
- Extensive youth programs and camps,
- Resident ID Cards,
- Men's, Women's and specialty leagues,
- Tournaments.

Rates have remained the same over the past fourteen years with minor tweaks to specials depending on demand and time of year. Rates change with the season and market conditions. Rates also change with the time of day. Residents who purchase the Resident ID Card receive a discount on rates and receive 8 day advance tee time reservation privileges. The current resident versus non-resident participation mix is 64% in daily play and programs.

After the remodeling of the Pro Shop in 2015, Pro Shop merchandise sales increased by 70% and now account for 11% of total revenue. The growth in merchandise sales in the future will be limited by the square footage of the Pro Shop.

The current clubhouse was constructed in 1991 with no major renovations. The square footage is approximately 2,500 under air. Annually, 100,000 plus visits are made to the clubhouse by golfers and visitors. Golf operations are housed on one side of the building with food service on the other side.

According to the current Florida Building Code's plumbing standards, the existing restroom facilities are capable of serving 80 male and 80 female patrons. To service the actual number of patrons that visit the facility, each of the restroom facilities would need a minimum of four water closets and two lavatories to be code compliant.

Food service is limited because a working grill and restaurant cooking facilities are not available. A major renovation of the food service area would be necessary to provide cooking facilities that would be typical of a golf course. Traditionally, golf courses offer food service at "the turn" (between the 9th and 10th hole). When a group chooses to do this, play on the course is slowed down.

Programming of large-scale tournaments is inhibited because of the lack of indoor space and inadequate cooking facilities. Tournament event space is limited to 72 people under air with an additional 72 outside on the porch under cover. When there is an event, regular patrons cannot use the food service area because of space constraints.

Section 3: Future Operations

The County is having success with a structure that allows for County staff oversight while contracting out portions of the operation. The NGF does not recommend any change in the basic operational structure of Sandridge Golf Club. The long-term operational business vision for Sandridge Golf Club will be to continue with the combination of professional staff management with public/private partnerships. County staff will continue to provide the administrative oversight while partnerships and contracts will provide the services and labor to sustain the daily operation. This provides the oversight necessary to protect the County's asset, while allowing for a sustainable business operation.

Golf Trends:

The National Golf Foundation (NGF) in the 2018 edition of "Golf Participation" found that "core golfers" (those who play eight or more rounds a year) have remained steady while the "occasional golfer" has slightly decreased by about 4%. Notably those interested in playing golf had increased by 1.2 million in 2013 over the prior year. The report also indicated that Junior Golfers are now at three million, which is comparable to the amount playing golf in 2000.

The NGF report profile for our region indicates that the southern states continue to lead the way in the number of golfers and annual rounds played. The report estimates that 4.5 million golfers play in the region, which comprises 18% of all the golfers in the United States. These figures should be utilized to temper the figures in the paragraph above. The golf industry in our region is thriving compared to others.

The NGF has supplemented their annual golf participation research with a golf forecast report titled "Golf Participation in America, 2012-2020." This report forecasts that the number of golfers will increase to 3 million by 2020 and that rounds played will gradually increase by 15% in the same period.

As a golf business, we are presuming that certain trends within the industry will have an impact on our business model. Operational planning will focus on capitalizing on those areas. Those trends are:

- ✓ Women, youth, and family golfing are an untapped group of golfers.
- ✓ Golfers are looking for a quality, daily-fee course and are drawn to courses that do not require memberships.
- ✓ Private courses will begin to offer daily-fee play in some format to supplement membership loss thus increasing competition among golf courses. According to the National Golf Foundation, in 2017 75% of facilities nationwide were open to all players, matching the highest public-to-private ratio in history.

- ✓ Construction of new public and private golf courses will be very limited to none in our area. In 2017, 206 golf courses closed in the United States and there were only 17 new golf courses opened that year.
- ✓ Diversify revenue streams with practice facilities, programs, pro-shop sales, and other attractors to the course will create a sustainable revenue platform.
- ✓ Aggressive pricing strategies and bargain-hunting golfers have to be balanced with fee structures that can promote the quality of the course. Cheap fees will foster the presumption that the course is less than a quality golf experience.

Revenue Statement:

Through the combination of the revenue streams noted below and facility improvements, the revenue goal of SGC will be to average \$35 to \$40 per round of golf with 95,000 rounds played. That is \$2 to \$3 higher than the current \$33 average per round and produces gross revenue in excess of \$3M.

- **Strategic Public/Private Partnerships:**
SGC is positioned to remain the leading public play facility in the area. The next five years will be crucial in establishing strategic partnerships that will support the revenue stream goals of the course and to reduce the liability exposure of the County. SGC will continue to contract the maintenance of the golf courses as well as the Food and Beverage operation.
- **Fees:**
SGC fees are driven by the market and quality of conditions of the golf courses. Fees for the course will be set at a point to establish a baseline impression that SGC is a quality golf course that can command a daily fee equal to or above other daily fee courses in the area.
- **Tournaments and Events:**
Although current tournaments comprise only 2% of the annual revenue generated, the total revenue from tournaments has increased by 30% in the past five years. The goal will be to increase this percentage through attracting women, youth, and family golfers to the course for a wide range of activities that may, or may not, include a round of golf. The core focus of programming will be to increase activity during the times that are traditionally slow. There is opportunity to utilize some of the current facilities for recreational opportunities that are outside of golf. These will be carefully considered and will be weighed against the impact on golf versus the revenue potential.

The foundation of an exceptional youth golf program has been built. SGC continues to be the leader in junior golf in the area with year round programming including the Treasure Coast Junior Tour, TEAM Golf and PGA Jr League. SGC also annually hosts the South Florida PGA Junior Tour as well as the Florida State Golf Association's Florida Junior Tour. SGC is also experiencing an upswing in family-golf play. Staff will drive activities to continue this trend.

League play is a traditional component of golf course activities. The existing league play at SGC has remained consistent over the past ten years. SGC will continue to provide

traditional league play as it currently operates including its Tuesday Men's League, Wednesday 9 Hole and 18 Hole Leagues, Saturday Blitz and Sunday Couples League. Staff will expand league play opportunities that attract a different golfer than those who would play in the traditional morning league.

SGC conducts eight major tournaments per year including:

- Treasure Coast Amateur Championship
- "Dick Bird" Treasure Coast Team Championship
- Indian River County Senior Championship
- Treasure Coast Father/Son Championship
- Sandridge Summer Team Championship
- City/County Golf Tournament
- Adult/Child Championship
- Red, White & Blue Golf Tournament

In 2019 SGC also hosted 39 outside events with at least 40 participants and as many as 160 in one event. Adequate seating for tournaments and outings, coupled with an extremely limited food service, inhibits the ability of staff to grow outings. In the past five years, seven organizations who conducted their events at SGC have moved to other facilities citing a lack of event space at the end of the tournament. All organizers gave high praise to the golf courses, staff and administration of the event but did not like the facilities for their closing activities.



Section 4: Facility Improvements

The \$2.5 million dollar investment in the course including the replacement of the irrigation systems on both golf course have positioned the golf course to retain a significant daily-play market share in Indian River County. The renovation has increased the stature of the course among regular golfers. The fiscal future of the course is dependent on sustaining current players and creating ways to enhance revenues. It is imperative to create the necessary revenue streams to reinvest in the turf management program, which is the main driver of golfers. Diversifying and upgrading facilities will supplement the current operation. Opting to not enhance the existing golf facilities will prolong the inevitable necessity to do so and jeopardize the revenue-producing capabilities of the golf course.

The goal of the golf capital improvement program must be to support maximizing the per-round revenue through completing the golfer experience. This is accomplished by providing facilities to learn, play, and socialize.

As outlined in this plan, future operational plans combine a hybrid type of management where the County continues to operate the core function of golf while public/private partnerships or contractors are utilized for the support functions of golf. All capital plans are developed so that investment enhances golf and provides additional revenue streams.

The following plan capitalizes on a planned clubhouse renovation. This enhancement supports the sustainability of SGC.

Facility Plan

- Clubhouse – Development of the new event space should be based upon what is sustainable for operations. The square footage mix should realistically support and grow the game of golf as the priority while providing ancillary opportunities for revenue enhancement including:
 1. Renovation of the Restaurant space to seat up to 80 guests including a bar area with a full service kitchen
 2. Event space to hold up to 220 guests including a reception area and full service kitchen
 3. Meeting/Office Space
 4. Larger restroom facilities to accommodate the number of guests each day

To serve the golfer, core facility upgrades are necessary to service areas, restroom facilities, and pro shop. Flexible space is a necessity to attract larger golf events, as well as large parties and weddings. The flexible space is intended to be built so that it can be utilized at least once per day for a golf activity that increases the bottom line and core revenue. These changes to the facility will sustain the existing golfer and drive new rounds of golf annually.

In addition, the flexible space will be utilized to program non-golf activities that in turn support the fiscal sustainability of the course through creating supplemental revenue.

Fiscal Statement:

The core facility upgrades are viewed as capital improvement projects similar to any other recreational facility. Upgrades to the core facility are expected to drive additional rounds of golf and pro shop sales. The impact to the budget is +/- 7% additional revenue in the categories of greens fees and pro-shop sales and less than .05% increase in the expense budget.

- Food & Beverage – To be effective, the food and beverage service must provide prompt and appetizing food to the golfer. To be successful, the food and beverage service has to be geared to the daily golf clientele in price and selection. The plan moves food service near where the golfer can access it at the turn and after a round. “Pub” type food (which is currently not available) requires a grill, fryer, and other equipment to sustain a proper menu. This type of kitchen will be included in the facility plan.

It is not recommended that the County operate food and beverages services. This is best provided by the private sector, and a public/private partnership will remain in place. To recover the expense of providing such a facility, a partnership agreement would require the operating costs of the food service to be the complete responsibility of the operator. This would include utilities, repairs to equipment, proportional costs of cleaning and annual maintenance, and all other operational costs.

Fiscal Statement:

Food and beverage services will be viewed as a supplemental revenue opportunity sustaining course operations creating the ability to increase the annual income generated. The estimated increase of revenue is +/- 20% based on the expanded food and beverage offerings as well as the increased opportunity to attract large scale events and weddings. The impact to the operating expense budget would be +/- 2%.

Section 5: Marketing Plan

SGC is a community asset. SGC is operated as an Enterprise Fund that relies solely on the support from core golfers within the County and visitors from around the state and around the country. Marketing objectives will remain targeted and intentional. Targeted marketing will focus on drawing regular customers from within the twenty-mile radius and the occasional customer within the forty-mile radius. Golfers within an acceptable driving distance have choices as to where they play their round of golf. The marketing techniques employed will be designed to create additional revenue that can be reinvested into the course. The goal of all marketing activities will be to promote and sustain the image of SGC as an exceptional daily play to play or learn golf.

Marketing objectives will include the following:

- Branding a vision that SGC is an exceptional daily-fee golf course. Maintenance practices will continue to sustain the image while a branding program will create the perception in golfers. All marketing efforts will promote the natural setting of the course, which is unique compared to other courses in the area. Branding will also drive the ability to set “rack” rate fees that sustain the revenue stream needed to reinvest back into the course. Branding will mold the future perceptions of the course through:
 - ✓ Creating the perception that SGC is a daily-fee course that is equal to or better than most courses within driving distance of the golfer who lives in the area.
 - ✓ Creating an experience that a golfer will receive private club level customer service.
 - ✓ Creating the image that SGC is another well-managed recreational facility proudly owned and operated by Indian River County.
- Targeted marketing campaigns will focus on increasing rounds and driving new golfers to the facility. An annual target-marketing calendar will be set outlining promotions. In addition, targeted marketing campaigns will be implemented swiftly when levels of play fluctuate. The outcome of these campaigns will be measurable so that their effectiveness can be determined. Funds will not be expended on marketing unless the effectiveness can be measured. Targeted campaigns will include:
 - ✓ Residents
 - ✓ Enticing the private club members to switch to SGC
 - ✓ Holiday promotions
 - ✓ Off-season play
 - ✓ Women and youth golfers
 - ✓ Growing the game of golf
- Creating loyalty with golfers who play SGC will drive internal marketing programs. Specials, discounts, and recognition days for the regular golfer or members will create a sense of ownership in the course.

- Supplemental revenue generation through growing golf outings, programs, and non-golf activities will be the last marketing objective. This is a currently untapped market for the course. Facility constraints such as inadequate restrooms, food and beverage cooking area, and the lack of seating for event functions are a major drawback to achieving this goal. Nevertheless, staff will strive to create opportunities where possible to create additional revenue that can be reinvested back into course operations.

