



REQUEST FOR PROPOSALS

MANAGEMENT AND OPERATIONS OF THE
BURLINGAME GOLF CENTER SITE

**CITY OF BURLINGAME
DEPARTMENT OF PARKS AND RECREATION
REQUEST FOR PROPOSALS
FOR THE
MANAGEMENT AND OPERATIONS OF THE
BURLINGAME GOLF CENTER SITE**



Margaret Glomstad, Parks and Recreation Director
650-558-7307

REQUEST FOR PROPOSALS ISSUED:
October 12, 2016

PROPOSALS DUE:
November 23, 2016 at 2:00pm, Pacific Time
850 Burlingame Avenue, Burlingame, CA 94010



I. OVERVIEW

The City of Burlingame (the City) is seeking competitive proposals for the lease of the Burlingame Golf Center site (BGC) located in Burlingame, California, for the operation of golf or other recreational or entertainment activities that would be open to the public. The BGC complex is within Bayside Park, located on the westerly side of Airport Boulevard near San Francisco Bay and south of San Francisco International Airport (SFO). This RFP provides specific instructions to the prospective Developers/Operators regarding the minimum information that must be included in any RFP response, including formatting of responses, as well as pertinent data about the BGC facility.

The park facility was developed in 1999 on a former waste disposal site owned by the City of Burlingame. In addition to the BGC, the park includes a lighted soccer field, parking shared by the adjacent DoubleTree Hotel, and a City Parks Division Corporation Yard. The City will continue to operate the soccer field and Corporation Yard; accommodations for the DoubleTree Hotel's shared parking will also be required.

The current lease began in 1999 and will terminate on December 30, 2016. Current operations include management of the driving range, pitch and put, club house (including an independent restaurant) and parking lot. In addition to the City facilities, hardscape, fixed appliances and infrastructure, attachment A provides a list of property onsite that is owned by the current operator and is not available as part of the RFP.

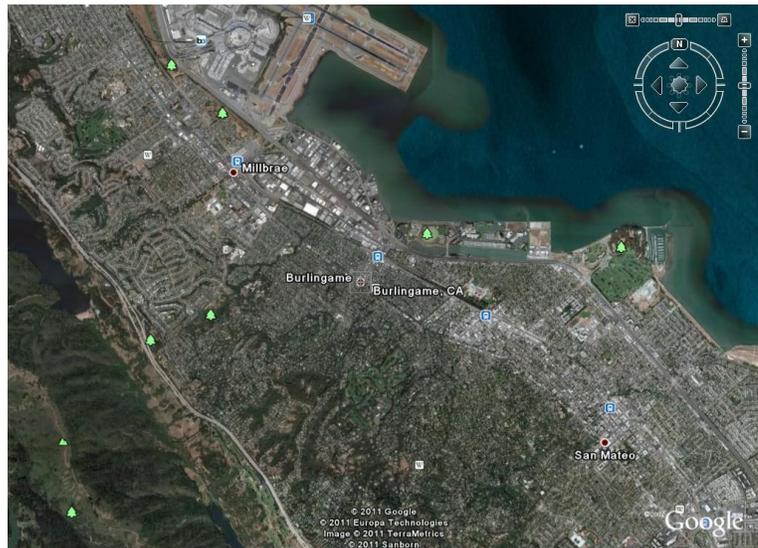
If modifications to the site are necessary for the proposed operation of the site, the selected Developer/Operator for the property will be responsible for seeking and obtaining any and all required approvals from the City of Burlingame, County of San Mateo, and any other agency with regulatory authority over the use of the property prior to initiating any construction activities on the site necessary for implementation of the selected use. Additionally, the Developer/Operator shall be responsible for all design and capital improvements (including securing any necessary financing), for both the site and adjacent property, that are required to initiate the proposed site use modifications. This includes, and is not limited to,





responsibility for all costs associated with construction of new facilities and modifications to existing facilities, including the landfill and protective cap, and modifications to the existing landfill monitoring systems and their ongoing maintenance. Additionally, the project developer shall carry appropriate liability insurance for the ongoing operation and maintenance, and reporting responsibilities associated with the landfill in compliance with state and federal regulations. A bond sufficient to cover the construction costs of any improvements and in a form acceptable to the City Attorney shall be required to be submitted and approved prior to issuance of any City construction permits.

Based on the quality and compatibility with City Council objectives and competitiveness of the proposals received in response to this Request for Proposal (RFP), the City will select a successful Developer/Operator and enter into a lease agreement with the selected entity. The term of the



lease will be determined by the City based on the proposals received, including the proposed use of the premises, and the proposed capital investment in the premises. The term of the lease may be proposed by the Developer/Operator but must be a minimum of 15 years and will be subject to the approval of the City Council. Leases may commence as soon as 30 days after approval by the City, expected on or about February/March, 2017, depending on City staff workload.

Following a comprehensive evaluation of submitted proposals, staff will contact the applicants best suited to partner with the City. The City will then conduct interviews with the top qualified Developers/Operators and will identify the most suitable and qualified company for the project. The City may elect to negotiate with the Developers/Operators found by the interview panel to offer the best proposals according to the RFP's criteria. The City Council, at its sole discretion, will choose the Developers/Operator(s) that it determines will provide the best service to the City and the community, balanced with financial return to the City, and will then begin negotiations to enter into a lease. The submission of a proposal by any Developer/Operator does not in any way commit the City to enter into a lease with that Developer/Operator, or any other



Developer/Operator. The City will enter into negotiations with the Developer/Operator that it deems the best able to provide and fund a golf range, facility operations, and improvements, or other recreational or entertainment activities, within the first two (2) years of the lease. The City reserves the right to reject any or all proposals and to advertise for new proposals.

Interested parties may obtain a copy of the RFP from the City website at www.burlingame.org, request a copy by email by contacting Margaret Glomstad at mglomstad@burlingame.org, or request the RFP by mail at: Burlingame Recreation Center, 850 Burlingame Ave, CA 94010, Attention: Margaret Glomstad.

II. COMMUNITY BACKGROUND

The City of Burlingame is situated within central San Mateo County and is bounded by Millbrae to the north, Hillsborough to the west, San Mateo to the south, and San Francisco Bay to the east. Occupying roughly 5.5 square miles of land area, Burlingame's population is approximately 28,000. Regional access to the community is provided via U.S. Highway 101, which runs north-south through the eastern portion of the city; State Highway 82/El Camino Real, which runs north-south through the central portion of the city; and Interstate Highway 280, which runs along the western border of the city.

The community boasts a healthy, balanced economy; over 22,000 jobs are present within the city and across multiple sectors. The city's residential property values are high, with a median sale price of over \$1 million for residential units. The residential population is split fairly equally between owners and renters, with a slight predominance of renters at 52%. The residential community of Hillsborough lies to the west of Burlingame; Downtown Burlingame serves as the primary commercial district serving this community as well.



Three primary commercial areas exist within the city: Burlingame Plaza shopping center, located adjacent to El Camino Real near the boundary with Millbrae; the Broadway commercial district, which provides a balance of local-serving businesses in the central part of the city; and



Downtown Burlingame, situated within the southerly portion of the city.

Light-industrial uses are centered around Rollins Road, north of Broadway and west of Highway 101, just a short distance south of the Millbrae BART intermodal facility on Millbrae Avenue, adjacent to the northern portion of Burlingame. Office and additional light-industrial uses lie east of Highway 101 and west of Bayshore Highway, north of Broadway in the city's Bayfront area.

The city's proximity to San Francisco International Airport (SFO) has led to the development of 12 major hotels along the city's waterfront, with a total of over 3,700 hotel rooms.



Transit facilities within Burlingame include Caltrain, which provides service at the historic Burlingame Train Station located adjacent to Downtown Burlingame, near the intersection of Burlingame Avenue and California Drive; bus service provided by the San Mateo County Transit District (SAMTRANS), and proximity to the Millbrae BART intermodal facility located near Millbrae Avenue and Rollins Road.

The city is also home to a newly built, modern medical facility. Mills-Peninsula Medical Center is situated near the intersection of Trousdale Drive and El Camino Real in the northern portion of the community.

III. FACILITY LOCATION AND DESCRIPTION

The land area, building square footage, and range characteristics listed below and elsewhere in this RFP are approximate and should be used as a general guide only. The true dimensions of the site must be field checked by potential Developers/Operators.

Location

BGC is located at 250 Anza Blvd, Burlingame, California 94010, in San Mateo County, in the southeastern portion of Burlingame.



Golf Center Facilities

BGC is an approximately 12.3-acre site in the southeastern portion of the now closed Burlingame landfill, a greater land reclamation/redevelopment project of 30+ acres. Because of certain site management issues (i.e. ground stability and settling, gas emission, groundwater monitoring, safety and security) BGC will be a controlled access facility. Design features such as perimeter fencing netting, and hitting stall layout, and operational procedures such as gate security and customer traffic control, seek to keep golf balls in and unwanted visitors off the premises. Certain portions of the premises and all of the surrounding grounds are and will continue to be maintained by the City.



BGC facilities include the following:

- A driving range with two oversized concrete-padded stalls for instruction; 45 stalls (32 covered) with lights for night use
- A 10 acre, 265 x 175 yard artificial surface landing area lighted for night use
- A 1.5 acre short game practice area covered with natural grass, which includes chipping area, sand bunker and green, and two (2) putting greens lighted for night use
- Clubhouse building (approximately 4,200 square feet) with short order food/beverage facilities, pro shop, administrative offices and other support space
- 12,000 square feet of concrete patio (2,000 feet covered) adjacent to the Clubhouse for outdoor food and beverage service and special event support (current lessees: Gabriel and Daniel's Restaurant)
- A secure ½ acre maintenance yard for outdoor material storage, a wash down area, and an 800 square foot maintenance/storage building with covered parking for two (2) operator vehicles
- Non-exclusive access to 100+ paved, landscaped and lighted parking spaces



IV. HISTORICAL OPERATIONS

The recent operating history for BGC is estimated below. It should be noted that limited information is available regarding historical operations. Information discussed below is based on annual year-end reports. The current fee structure is as follows:

Current Fees

	Range Card	Cash
Small Basket	\$7	\$8
Medium Basket	\$11	\$12
Large Basket	\$13	\$14
Range Balls per Basket – M-F 7:30am – 11am		
Small	70	54
Medium	115	95
Large	175	148
Range Balls per Basket – M-F 11am – 9pm		
Small	60	54
Medium	105	95
Large	165	148
Range Balls per Basket – Weekends 7am – 9pm		
Small	60	54
Medium	105	95
Large	165	148

Range Card Prices	
\$20 Card	\$20
\$55 Card (10% bonus)	\$50
\$115 Card (15% bonus)	\$100
\$260 Card (30% bonus)	\$200
\$700 Card (40% bonus)	\$500

Chipping, Pitching, Bunker Area	
30 minutes	\$6
45 minutes	\$7
1 hour	\$8

Gross Revenue	2011	2012	2013	2014	2015
Pro Shop	\$9,444	\$10,697	\$11,192	\$12,154	\$13,940
Driving Range	\$228,560	\$275,698	\$264,817	\$230,172	\$213,580
Short Game	\$6,785	\$8,153	\$13,105	\$11,668	\$12,115
Rent	\$11,600	\$11,600	\$12,000	\$12,000	\$13,000
Other Income	\$53,593	\$57,100	\$62,763	\$65,541	\$87,367

V. THE CITY’S VISION STATEMENT

The City is dedicated to providing residents and visitors an exceptional and affordable golfing or other recreational or entertainment experience in a friendly, inclusive environment for socializing and enjoying the outdoors.



Currently, BGC is a “driving range in a park.” It is a community resource that emphasizes the outdoor, recreational aspects of golf for citizens of all age groups while providing an ongoing source of



revenue to support landfill site maintenance and Burlingame Parks and Recreation Department activities. The City's vision for the BGC is for an operation that:

- Provides excellent customer service.
- Establishes pricing that is affordable to City residents, represents excellent value for visitors and Peninsula area residents, and allows the operation to be self-sustaining.
- Sets high standards for maintenance, grounds care and quality of service, providing a facility of which all involved are justifiably proud.
- Maintains an economically viable operation with revenues sufficient to cover operating expenses, rental payment, capital improvement reserves, and provide the Lessee an adequate return on its investment.
- Offers provisions for engaging and educational programs.

VI. REQUEST FOR PROPOSALS

The City is seeking proposals from qualified Developers/Operators that are interested in partnering with the City to modify/redevelop, operate, and maintain the BGC site. As noted elsewhere in this document, any proposal submitted must address a feasible means to provide recreational or entertainment activities on-site.

A. **Submittals**

The City will accept submittals through Wednesday, November 23, 2016 at 2:00 p.m. The City will then review all submittals and schedule interviews with the most qualified Developers/Operators beginning in December 2016 (exact dates to be determined). Submittals will be reviewed and evaluated based upon the criteria identified below:

1. **Cover Letter**

Each Developer/Operator must submit a cover letter identifying the Developer/Operator and the scope of the proposed project. Developers/Operators may include other important general information that is deemed significant enough to be highlighted. An authorized representative of the proposing entity must sign the cover letter.

2. **Description of Business**

- a. Describe the business and marketing plan for the facility. At a minimum, this must include a detailed description of the services to be provided (with types of products to be sold, if applicable), operating hours, and an analysis of the



demand for this service, ongoing marketing and business development practices, and the target market.

- b. Provide a rationale showing why the Developer/Operator should be selected.
- c. Provide a description of the proposed revenue and expense internal controls and reporting systems.
- d. Provide a financial pro forma covering a 10-year period including financial projections, cash flow, and potential gross revenue participation projections for the City.

3. Statement of Qualifications and Experience

Provide information regarding the company's professional experience, identifying similar operations that it manages. Describe how the company is organized and how its resources will be utilized for the project, including identifying the individuals that would be involved in the operation of the BGC site, any partners or sub-consultants providing a significant portion of the work and/or with an ongoing presence in the operation, and their experience with this kind of operation. In addition, identify any other projects the company is working on at the current time and its level of completion and anticipated timeline. Include the qualifications of the Design Team, particularly their experience and expertise developing a closed landfill site.

4. Staffing Plan

- a. Describe how the proposed operations will be managed. Include an organization chart for the proposed operations, including which positions will be involved in the operation and the reporting structure for such personnel.
- b. Describe the organization's customer service philosophy/programs and the Developer/Operator's goals with regard to customer service. Include training programs to be employed to achieve customer service goals.

5. Access to Capital

Identify what sources of financing the company will use to complete any needed construction, its current access to this financing, and what steps it expects to go through, as well as the anticipated timing needed to secure project financing.



6. Proposed Project, if applicable

If the proposal includes an operation different from the current operation, identify the type of operation the Developer/Operator would propose for the site, including: needed construction including understanding of the existing closed landfill monitoring systems and regulatory permitting required for alterations to the site; type of entertainment or programming and other details that demonstrate compliance with the vision set forth within this proposal.

The proposal shall include a preliminary description of the proposed project, taking into account the landfill constraints and how the project would be implemented from inception to completion with all of its phases. The proposal should include the list of qualified consultants and engineers and the project manager who have successfully completed similar projects on a landfill site. Additionally, the City prefers that the project team has an understanding and familiarity with California laws and regulations pertaining to landfill operation and maintenance.

7. Anticipated Timeline

Identify a rough timeline to begin the operations of the BGC site or proposed facility, including how soon the company would expect to complete the planning process, secure financing, begin and complete project construction, if needed, and open the operations to the public. Also indicate if the company would pursue a phased project. If the project is proposed to be phased, identify the breakdown of each phase and how long the overall project would take to complete. The timeline should include the required permitting and approval requirements that apply to the landfill.

8. Franchises/Sub-lessees

Developers/Operators who are proposing to operate with franchises or sub-lessees from other companies must submit letters of intent that confirm the franchising/sub-lessee arrangements between the Developer/Operator and the franchising/sub-lessee company.

9. Rent

Developers/Operators are required to provide a minimum annual guaranteed rent, and, depending on the business model, a percentage from gross revenues. The proposed annual rent should be based upon the Developer/Operator's best estimate of the economic potential of the business.



10. References

Provide three (3) references from other cities or counties within which the company has operated similar facilities. Developer/Operator may also provide any additional references it believes would be helpful in providing the City with a more complete understanding of its professional experience in this type of operation.

VII. SUBMITTAL INFORMATION

A. Format of Submittal

Please respond with five (5) copies of Developer/Operator's submittal, addressing the requirements identified above, formatted to standard letter-size paper. Additional promotional materials providing an overview of the company or prior operations may also be submitted. All responses must be received by **Wednesday, November 23, 2016 at 2:00 p.m.**

B. Delivery

All submittals must be mailed or otherwise delivered to:

**Margaret Glomstad, Parks and Recreation Director
City of Burlingame
850 Burlingame Ave
Burlingame, California 94010**

All questions regarding this Request for Proposals shall be directed to Margaret Glomstad, Parks and Recreation Director, via e-mail at: mglomstad@burlingame.org; or by telephone at (650) 558-7307.

VIII. INTERPRETATION OF PROPOSAL DOCUMENT

1. If discrepancies or omissions are found by any prospective Developer/Operator or there is doubt as to the true meaning of any part of the RFP, written request for a clarification or interpretation shall be submitted to City **no later than 2:00 p.m., Wednesday, November 9, 2016.**
2. Any clarification or interpretation of the RFP will be posted to the City's website in an addendum. Any change to the RFP shall be made by addendum and posted to



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the City's website.

3. The City is not responsible for any explanation, clarification, interpretation or approval made or given in any manner except by addendum. A copy of each addendum will be posted to City's website. Any addenda so posted are to be considered a part of this RFP document.

IX. RIGHT TO REJECT

The City of Burlingame reserves the right, at its sole discretion, to select or reject any or all submittals received pursuant to this Request for Proposals.

X. PROPOSED SCHEDULE

Submittals Due:	Wednesday, November 23, 2016 – 2:00 p.m.
Interviews with Qualified Developers/Operators:	December, 2016
Selection of Preferred Developer/Operator:	January, 2017
Agreement between Developer/Operator and City:	February/March, 2017



Burlingame Golf Center Inventory, September, 2016

VB Golf Property

Safe
Hallway slatwall
Restaurant tables and chairs
Two desktop computers
Two printers
All outdoor maintenance equipment
Ball machine
Range balls and mats
Ball trays
Ball washers, shoe cleaner and other range accessories
Range distance markers
Green garbage cans
Canvas screening near range machines
Small front office contents
White supply cabinet near restrooms
Small white cabinet in equipment/electrical room
Hall artwork
Electricity meters (2)
Bathroom hand dryers (2)

Sublessee Matt Coe Property

Retail desk outside rented office space
Artwork above his desk
Cubbies
All office contents

Sublessee Dave Atchison Property

All office contents of lesson studio room

Café Property

Flat screen TVs
Kitchen shelving
Two small freezers
All kitchen small appliances and cooking items
Note: Pepsi machines belong to Pepsi