

FORSYTH COUNTY
BOARD OF COMMISSIONERS

MEETING DATE: APRIL 10, 2017 AGENDA ITEM NUMBER: 7

SUBJECT: RESOLUTION SELECTING A GOLF COURSE ARCHITECT, LANDSCAPE ARCHITECT, OR CONSULTANT AND AUTHORIZING EXECUTION OF A CONTRACT FOR GOLF COURSE DESIGN SERVICES FOR TANGLEWOOD PARK GOLF COURSE RENOVATIONS AND IMPROVEMENTS (PARKS AND RECREATION DEPARTMENT)

COUNTY MANAGER'S RECOMMENDATION OR COMMENTS: Recommend Approval

SUMMARY OF INFORMATION:

See attached

ATTACHMENTS: YES NO

SIGNATURE: *J. Roderick Cobbs, Jr.* DATE: April 6, 2017
COUNTY MANAGER

RESOLUTION SELECTING A GOLF COURSE ARCHITECT, LANDSCAPE ARCHITECT, OR CONSULTANT AND AUTHORIZING EXECUTION OF A CONTRACT FOR GOLF COURSE DESIGN SERVICES FOR TANGLEWOOD PARK GOLF COURSE RENOVATIONS AND IMPROVEMENTS (PARKS AND RECREATION DEPARTMENT)

WHEREAS, consistent with the provisions of N.C.G.S. 143-64.31, the City/County Purchasing Department publicly announced on its website the County's requirements for a golf course architect, landscape architect, or consultant to provide design services for Tanglewood Park Golf Course renovations and improvements; and

WHEREAS, the City/County Purchasing Department sent out Requests For Qualifications to eight firms in order to identify qualified golf course architects, landscape architects, or consultants to provide golf course design services on the basis of demonstrated competence and qualification without regard to a fee pursuant to N.C.G.S. 143-64.31; and

WHEREAS, City/County Purchasing Department's efforts to identify qualified firms included the use of good faith efforts to notify minority firms of the opportunity to submit qualifications for consideration; and

WHEREAS, fifteen responses were received to the Request For Qualifications; and County Management identified an evaluation team to review and evaluate the responses; and

WHEREAS, the said evaluation team narrowed the responses to three qualified firms, and they were invited to make presentations to the evaluation team, which ultimately identified RMGA, Inc. as the best recommended firm for this design and renovation project; and

WHEREAS, Forsyth County staff thereafter negotiated a contract with RMGA, Inc. to provide golf course architectural design services at a fair and reasonable fee of \$220,000, subject to approval by the Forsyth County Board of Commissioners;

NOW, THEREFORE, BE IT RESOLVED that the Forsyth County Board of Commissioners hereby selects RMGA, Inc. to provide golf course design services for the renovation and improvement of the Tanglewood Park Golf Courses.

BE IT FURTHER RESOLVED that the Forsyth County Board of Commissioners hereby authorizes the Chairman or County Manager and the Clerk to the Board to execute, on behalf of Forsyth County, a golf course design services contract with RMGA, Inc. for renovations and improvements to the golf courses at Tanglewood Park at a negotiated amount not to exceed \$220,000, subject to a pre-audit certificate thereon by the County Chief Financial Officer, where applicable, and approval as to form and legality by the County Attorney.

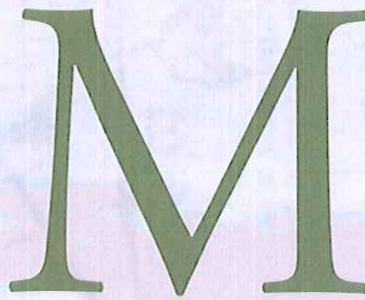
Adopted this 10th day of April 2017.

Tanglewood Park Golf Courses

Clemmons, North Carolina

DESIGN SERVICES PROPOSAL GOLF COURSE RENOVATIONS & IMPROVEMENTS

REVISED: MARCH 27, 2017



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R I C H A R D
M A N D E L L
GOLF ARCHITECTURE

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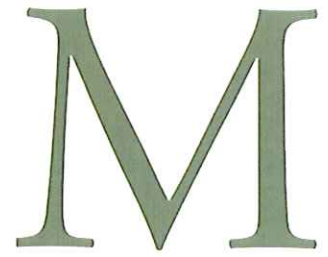
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R I C H A R D
M A N D E L L
G O L F A R C H I T E C T U R E

DESIGN SERVICES PROPOSAL GOLF COURSE ARCHITECTURE SERVICES

RMGA Inc., d/b/a Richard Mandell Golf Architecture (hereinafter RMGA), with its offices located in Pinehurst, North Carolina proposes the following services to the County of Forsyth, North Carolina (hereinafter County) on this day, Monday, March 27, 2017:

To provide design services required to redesign sand bunkers, renovate specified tee boxes, design drainage systems, assist with design irrigations systems renovations and improvements, design renovations and improvements to cart paths, address tree removal, and undertake any other miscellaneous improvements to the Championship Course at Tanglewood Park as well as miscellaneous items on both the Reynolds and Par-Three Courses. In addition, RMGA, Inc. will provide full Renovation Business Plan services for the Reynolds Course.



TRADITION ♦ ENJOYMENT ♦ CHARACTER ♦ PASSION

I. GOLF COURSE RENOVATION SERVICES:

RMGA’s focus of this project for Forsyth County will be to provide design services required to redesign sand bunkers, renovate specified tee boxes, design drainage systems, assist in the design of irrigations systems renovations and improvements, design renovations and improvements to cart paths, address tree removal, and undertake any other miscellaneous improvements to the courses.

Our scope of services and fee structure are based upon the following list of preferred golf renovations outlined by the County and subsequent preliminary budget outlined by RMGA. It is understood that the focus of design work will be on the first seven items of this list with a preliminary working budget of **\$2,625,000.00** as pre-determined by the County. RMGA will work with the firm Robert Trent Jones II Golf Architects to maintain the original design intent of the golf courses.

1. Project Design and Permit Fees:	\$ 220,000.00
2. Bunker Renovation Championship Course:	\$ 850,000.00
3. Tee Renovations Championship Course:	\$ 200,000.00
Tees: Hole #3,4,5,6,7,8,9,10,12,15,16,17,18	
4. Irrigation Controllers Championship:	\$ 100,000.00
Irrigation Reynolds (All):	\$ 900,000.00
5. Arbor Care / Removal Championship Course:	\$ 300,000.00
6. Championship Greens (Convert to Bermuda):	\$ 75,000.00
7. Cart Path Improvements (5,000 lf budget):	\$ 250,000.00
8. Bunker Renovations (Reynolds Course):	\$ 500,000.00
9. Arbor Care / Removal (Reynolds Course):	\$ 300,000.00
10. Par 3 Greens (Sod Zoysia):	\$ 40,000.00
11. Reynolds Course Greens:	\$1,250,000.00
12. Practice Range (RTJ II) – Pond Dam Breach:	<u>\$ 500,000.00</u>
TOTAL:	\$5,275,000.00
• Championship Course Renovations:	\$2,285,000.00
• All other renovations:	\$2,990,000.00



1. SURVEY AND MAPPING

RMGA will be responsible for gathering required survey data or other necessary documentation and/or mapping including, but not limited to existing surveys, maps, design plans, construction plans or other documents necessary to become familiar with the existing park sites and adjacent parcels necessary to create a complete set of design drawings for the project. RMGA will also coordinate with Parks staff to acquire as-built and construction plans

- a. Preparation of a Digital Base Sheet (Topographic information to be contracted separately if needed):

1. Graphic study depicting existing tees, greens, fairways, bunkers, tree lines and specimen trees based upon available topographic information.
2. All existing structures and paved improvements including clubhouse, maintenance facilities, relevant property boundaries.
3. All other physical features including ponded water and other waterways, vegetation including brush and drip line of all existing trees; rock outcroppings, fences, trails, spot elevations in heavily wooded areas, and roads.
4. Existing condition topography at six inch contour accuracy.

2. REVIEW OF RELEVANT COUNTY DOCUMENTATION

- a. RMGA shall review and study any available County by-laws, overall strategic vision, and previous studies, etc. to serve as a basis for future planning activity meetings with the proper committees.

3. FORMATION OF RENOVATION BUSINESS PLAN COMMITTEE

- a. To ensure proper representation of all golfers of the course, 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 the Renovation Business Plan. The following representatives would make up the committee at the discretion of the County:

1. High-Handicap Woman (25+)
2. High-Handicap Man (25+)
3. Mid-Handicap Woman (13-25)
4. Mid-Handicap Man (13-25)
5. Low-Handicap Woman (12 or less)
6. Low-Handicap Man (12 or less)
7. Junior Girl and Boy

4. RENOVATION BUSINESS PLAN PUNCH LIST WALK-THROUGHS

- a. Richard Mandell will undergo a series of Renovation Business Plan punch list walk-throughs addressing a variety of general issues broken into specific items with the committee as well as maintenance and operations staff. General issues will include maintenance practices, drainage situations, environmental concerns, strategic design, aesthetics, playability, utilization of hazards, cart path circulation, and golf course operations.

5. PLANNING ACTIVITY MEETINGS

- a. RMGA will undertake a series of Planning Activity Meetings to analyze short term and long range goals and directions, which shall serve as the basis for the renovations. Meetings shall be held with the Staff (including operations and maintenance) and the Renovation Business Plan Committee. The sessions will attempt to identify what the golfing composition is and target the memberships' needs by addressing the following:

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1. How the golf course is to meet the needs of the golfing core of the playing market/membership.
2. Course design as it relates to maintenance and budget constraints.
3. Course design as it relates to aesthetics and maintenance.
4. Course design as it relates to modern architectural practices.
5. Course design as it relates to course's historical significance.

6. RENOVATION MASTER PLAN

- a. Upon completion of items 1 through 5 as outlined above, RMGA will tabulate, review, and analyze all findings and incorporate the architect's professional assessment as well as that of the RTJ II firm into a graphic Renovation Master Plan to include the following:
 1. Specific renovation modifications and solutions to problems identified during the meetings and walkthroughs. The plan shall include all designed features including, but not limited to: tee and green locations and shapes, sand bunkers, water features and other hazard locations and shapes where applicable. In addition will be proposed fairway shaping, tree clearing, and other vital design suggestions (as applicable).
 2. A tabular listing of each individual proposed task with supporting justification.

7. PRELIMINARY DESIGN DOCUMENTS:

RMGA shall provide all necessary services to prepare Preliminary Design Documents for approved course renovations.

a. Design renovations & improvements to identified bunker complexes:

1. RMGA shall create a complete set of design plans for the bunkers on all specified golf holes for the courses based upon RTJ II's recommendations.
2. Construction of the bunkers will include removal of identified bunkers on the courses, drainage systems for all remaining bunkers, re-shaping of specified bunkers, removal of contaminated sand material, the addition of a barrier to prevent future contamination of the sand, and the addition of new specified white sand.
3. Each bunker will be constructed on native and/or approved imported soil and receive a new subsurface drainage system with associated outfall.
4. RMGA will work with the County and RTJ II to develop a sand bunker style that is reflective of the original RTJ style as well as one that works best with site conditions and maintenance challenges and constraints.



5. RMGA will research historical aerial photography to analyze the original design of the golf course in consideration of the new sand bunker complex design work.
6. Construction Alternatives: RMGA will provide a narrative of a minimum of three (3) construction specification alternatives for the County to consider for construction. Each alternative will include the pros and cons of each construction technique as well as an estimated cost per square foot.
7. Detailed Construction Cost Estimates (including quantities): RMGA will provide a detailed line-item cost estimate for the project based upon each construction alternative.

b. Design of tees on select holes:

1. RMGA will provide a Tee Shot Distance Equity analysis for the 18 holes on the Championship Course to determine proper location of each tee box. The goal is to maximize the opportunity for all golfers to play from the set of tees that best matches their swing speed so 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 more on how fast different golfer types swing the golf club than their actual handicap. RMGA has analyzed the typical swing speed guidelines for golfers based upon age and gender. These guidelines will 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.

2. RMGA shall provide plans that will include adding or renovating specified tee boxes on the courses based upon the RTJ II master plan and RMGA's TSDE analysis. Each tee complex will be constructed on native and/or approved imported soil and receive a new subsurface drainage system with associated outfall as well as new irrigation.

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c. Design of irrigation system

1. In conjunction with the irrigation distributor of the County's choice, RMGA shall provide plans that will include designing new or modifying existing irrigation systems on the specified courses. RMGA will ensure the contractor will locate and mark all existing public and private utilities as a construction requirement. A comprehensive design of a proven and reliable irrigation system for the specified courses will cover all identified tees, fairways, and greens on the courses.

d. Improvement to cart paths

1. RMGA shall provide plans that will include redesigning identified cart path areas on the courses. Design shall take into account (in all areas) the preference for resurfaced pathways with adequate width and turning radius for carts to safely and effectively move from hole to hole.

e. Tree Removal

1. RMGA shall provide plans that will include a Tree Removal Plan for all trees previously identified for removal by RTJ II's recommendations. Design shall take into account areas where trees are removed and address how to successfully re-establish those areas to accommodate play through grassing or other means.
2. Richard Mandell will walk the property reviewing each of the Championship golf course golf holes (including practice facility) and its relationship to surrounding trees. Richard will assess the trees on site and mark trees for removal, replacement, and pruning.

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f. Par Three Course Greens

1. RMGA shall provide plans that will include renovating specified greens on the Par Three Course. Each renovated green will be constructed on native and/or approved imported soil and receive a new subsurface drainage system with associated outfall as well as new irrigation.

g. Miscellaneous

1. Preliminary Design Documents shall take into account any number of miscellaneous renovation or improvement items that may come about due to the overall work being done on the courses as outlined above. These items may include, but not be limited to, site amenities, signage, lighting, landscaping, drainage, grading, seeding, and or sodding.

8. 100% CONSTRUCTION DOCUMENTS

RMGA shall provide all necessary services to prepare necessary detailed construction documents for the golf course along with details and complete specifications appropriate for the construction bidding process. The detailed drawings shall all be an extension of the approved Preliminary Design Documents.

The 100% construction document set shall include complete drawings and technical specifications for permitting and construction. In addition, RMGA shall provide regularly updated construction cost estimates throughout the process and work with Park staff on construction details and scheduling. The following is a *typical* list of construction drawings provided by RMGA within this phase:

- a. **Illustrative Master Plan** showing entire course layout including:
 1. Golf course entrance.
 2. Clubhouse area (this is a designation of the clubhouse site and does not include a detailed plan of the clubhouse area or of the clubhouse building(s)).
 3. Golf holes.
 4. Tee, fairway and green locations, shapes, and sizes.
 5. Bunker locations, shapes, and sizes.
 6. Mounds, grass bunkers, and other feature shaping.
 7. Pond locations, shapes, and sizes.
 8. Maintenance area (this is a designation of the maintenance site and does not include a detailed plan of the maintenance area or of the maintenance building(s)).
 9. Scorecard.
- b. **Earthwork Grading Plans** (if applicable) showing:
 1. Overall grading plan showing proposed contours for each hole and their relationship to each other and existing contours.
 2. Plan showing approximate cut & fill areas with earthwork quantities for each area as well as total earthwork figures for the entire site.
 3. All applicable notes and details.
- c. **Sub-Surface Drainage Plan** showing:
 1. Proposed drainage modifications at an appropriate scale including a network of related internal drainage pipes and surface drainage.
 2. Pipe locations and types
 3. Catch basin locations and types
 4. Open drainage swales and other appurtenances.
 5. All applicable drainage details and notes.
- d. **Detailed Sand Bunker Construction Drawings** showing:
 1. Bunker shapes, locations and sizes.
 2. Appropriate narrative and notes for proper construction.
 3. Section lines and sketches to best portray the appearance of the sand bunkers (as needed).

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- e. **Sand Bunker Construction Details and Specifications** to ensure proper construction of each sand bunker.
 - 1. The details and specifications will demonstrate proper shaping, shell-out, liner installation, drainage, and sand installation.
- f. **Individual Golf Hole Grading Plans** (if applicable) showing:
 - 1. Tee, green, and bunker locations, shapes, sizes, and elevations.
 - 2. Proposed contours for each hole.
 - 3. Fairway lines.
 - 4. Pond locations, shapes, and sizes.
 - 5. Other feature shaping including mounding, grass bunkers, etc.
 - 6. Limits of work.
 - 7. Golf course boundaries.
 - 8. Other appurtenances including retaining walls, bridges, cart paths, etc.
 - 9. All applicable details and notes.
- g. **Staking Plan** showing:
 - 1. Tee center stakes.
 - 2. Landing area center stakes.
 - 3. Green center stakes.
 - 4. Other golf course feature center stakes.
 - 5. Centerlines.
 - 6. Golf course corridors (or envelope).
 - 7. Applicable distances to golf features from centerlines.
 - 8. Typical staking details and applicable notes.
- h. **Clearing Plan** showing:
 - 1. Limits of work.
 - 2. Specimen trees to be saved.
 - 3. First phase clearing limits showing distance in feet from centerline at fifty foot intervals from tee to green.
 - 4. Selective clearing limits (Beyond first phase limits).
 - 5. Typical clearing detail and applicable notes.
- i. **Irrigation Plans** showing:
 - 1. Irrigation head layout.
 - 2. Wiring plans.
 - 3. Irrigation details with all applicable notes.
- j. **Grassing Plan** showing:
 - 1. Specified areas to be grassed with specific grasses.
 - 2. Grassing details with all applicable notes.
- k. **Technical Specifications, Bid & Construction Documents:**
 - 1. Invitation for Bids, Instructions to Bidders, Bid Form, Non-Collusion Form, Bid Bond Form, Bidder's Qualifications Statement, Performance and Payment Bond Form, etc.
 - 2. General and Special Conditions.
 - 3. Technical Specifications.



NOTE: RMGA's experience has shown that projects of this scale typically require the following drawings for specific permit approvals.

1. Erosion and Sedimentation Control Plan

NOTE: Specific drawings may or may not be applicable to this project. Additional drawings may be added to this list.

9. PERMITS AND APPROVALS

RMGA shall work with all of the various permitting agencies required throughout the design process in order that code and permit-related issues can be identified, resolved, and incorporated into the final contract drawings and specifications prior to being advertised for construction bids. RMGA shall obtain all permits and/or resolve all permit requirements prior to the completion of 100% Construction Documents and award of the construction contract.

10. CONSTRUCTABILITY PLAN REVIEW

RMGA shall provide constructability plan review during the design and pre-bid stage for the completeness of the contract drawings and specifications. RMGA shall resolve any conflicts between the contract drawings and specifications.

11. COORDINATION OF ADVERTISEMENT FOR CONSTRUCTION, PRE-BID MEETING AND BID OPENING

RMGA shall assist the County in the coordination of bid advertisement and the pre-bid meeting, review bid proposals, certify bid tabulation and recommend construction award when bids are received. RMGA shall work closely with the Winston-Salem/Forsyth County Purchasing Dept. in the entire bidding process.

RMGA shall make available to prospective construction bidders (at a cost to each bidder) a complete set of bid package construction documents. RMGA shall also provide services relating to answering of questions and prepare necessary addendum, clarifications, and notices of any change in the bidding procedures. If required, RMGA shall develop bid documents with add or deduct alternatives, and shall clearly identify these alternatives in all estimates of probable cost.

12. COORDINATION OF PRE-CONSTRUCTION MEETING

RMGA shall coordinate the pre-construction meeting with the selected contractor to address all questions and clarify the project scope and timeline.

13. REVIEW SUBMITTALS

RMGA shall review submittals/shop drawings and prepare responses to Requests For Information (RFI's) and monitor status of submittal/shop drawings and the RFI logs, releasing responses in the period agreed upon within the specifications to minimize potential delay claims by the contractor.

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14. CONSTRUCTION ADMINISTRATION

RMGA shall provide construction administration for compliance to all construction documents, review/approve contractor pay requests, coordinate progress meetings (bi-weekly) and provide corresponding progress reports. RMGA shall provide prompt responses to requests for information, and manage all responsibilities for a complete and successful project close-out. Construction observation shall be performed regularly during construction by RMGA in conjunction with the consulting firm (RTJ II) and at all major stages of construction.

Throughout the construction phase, RMGA will provide assistance during the implementation of the improvements including, but not limited to, construction inspections to inspect the Contractor's work, monitor the progress and quality of the work, and make determinations if the work is proceeding in accordance with the construction 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.

Value Engineering. 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.



15. CHANGES IN WORK

As an element of the Construction Administration portion of the project, RMGA shall manage any and all changes in work due to unforeseen site conditions or if the scope of design revisions change per the County's request.

16. PROJECT CLOSE-OUT

RMGA shall coordinate the Construction Administration with the County and RTJ II and provide a detailed final inspection for conformity to the contract documents. As an element of the Construction Administration portion of the project, RMGA shall close out the completed project in a timely manner and conduct final inspections alongside Park staff in preparing a punch list recording all missing or incomplete items at the close of a grow-in period for the turf, irrigation, and landscaping.

RMGA shall assist the staff in final sign-off upon completion of the punch list(s). RMGA shall conduct a final detailed site inspection with the County and, if necessary, assist the County in providing a final punch list to the Contractor. RMGA shall process all documentation and address any issues so final acceptance by the County can be completed in a timely manner.

17. AS-BUILT DRAWINGS

RMGA shall ensure that as-built drawings of all the bunkers, new and existing tee boxes, irrigation, drainage, and other site improvements and amenities including utilities (new & existing) shall be submitted by the contractor at the conclusion of construction and prior to the Contractor receiving final payment. RMGA shall coordinate and review the as-built plans with the Contractor to ensure completeness prior to project close-out.

18. GUARANTEE AND WARRANTY ITEMS

RMGA shall coordinate guarantee and warranty items between the County and the Contractor and obtain as-built drawings, manuals, and warranties from the Contractor and update project files as required prior to final payment to the Contractor.

A. REYNOLDS COURSE: RENOVATION BUSINESS PLAN

1. PREPARATION OF A DIGITAL BASE SHEET (TOPOGRAPHIC INFORMATION TO BE CONTRACTED SEPARATELY):

- a. Graphic study depicting existing tees, greens, fairways, bunkers, tree lines and specimen trees based upon available topographic information.
- b. All existing structures and paved improvements including clubhouse, maintenance facilities, tennis courts, pool, relevant property boundaries.
- c. All other physical features including ponded water and other waterways, vegetation including brush and drip line of all existing trees; rock outcroppings, fences, trails, spot elevations in heavily wooded areas, and roads.
- d. Existing condition topography at six inch contour accuracy.

2. REVIEW OF RELEVANT COURSE DOCUMENTATION:

- a. RMGA shall review and study any available County by-laws, overall strategic vision, and previous studies, etc. to serve as a basis for future planning activity meetings with the proper committees and membership.

3. FORMATION OF RENOVATION BUSINESS PLAN COMMITTEE:

- a. To ensure proper representation of all of the golfers of the course, RMGA will request the formation of a committee of golfing members which best represents the overall membership composition to work with RMGA in addressing specific issues and concerns regarding the Renovation Business Plan. The following representatives would make up the committee at the discretion of the County:



1. High-Handicap Woman (25+)
2. High-Handicap Man (25+)
3. Mid-Handicap Woman (13-25)
4. Mid-Handicap Man (13-25)
5. Low-Handicap Woman (12 or less)
6. Low-Handicap Man (12 or less)
7. Junior Girl and Boy

4. RENOVATION BUSINESS PLAN PUNCH LIST WALK-THROUGHS:

- a. Richard Mandell will undergo a series of Renovation Business Plan punch list walk-throughs addressing a variety of general issues broken into specific items. General issues will include maintenance practices, drainage situations, environmental concerns, strategic design, aesthetics, playability, utilization of hazards, cart path circulation, golf course operations, and any possible routing issues.

5. PLANNING ACTIVITY MEETINGS:

- a. RMGA will undertake a series of Planning Activity Meetings to analyze short term and long range goals and directions, which shall serve as the basis for the Renovation Business Plan. Meetings shall be held with Staff (including operations and maintenance) and the Renovation Business Plan Committee. The sessions will attempt to identify what the golfing composition is and target the golfers' needs by addressing the following:

1. How the golf course is to meet the needs of the golfing core of the playing market/membership.
2. Course design as it relates to maintenance and budget constraints.
3. Course design as it relates to aesthetics and maintenance.
4. Course design as it relates to modern architectural practices.
5. Course design as it relates to course's historical significance.



6. COMMITTEE PUNCH LIST WALK-THROUGHS:

- a. In conjunction with the planning activity meetings, RMGA will lead a series of hole by hole walkthroughs with the Renovation Business Plan Committee and maintenance and operations staff to discuss the golf course and issues outlined in the Renovation Business Plan punch list. RMGA encourages other committee members to participate in these walkthroughs at the discretion of the County.

7. GRAPHIC RENOVATION BUSINESS PLAN:

- a. Upon completion of items 1 through 6 as outlined above, RMGA will tabulate, review, and analyze all findings and incorporate the architect's professional assessment in creation of the graphic portion of the Renovation Business Plan. The graphic portion (in color) will include the following:

1. Specific renovation modifications and solutions to problems identified during the meetings and walkthroughs. The plan shall include all designed features including, but not limited to: tee and green locations and shapes, sand bunkers, water features and other hazard locations and shapes where applicable. In addition will be proposed fairway shaping, tree clearing, and other vital design suggestions.
2. A tabular listing of each individual proposed task with supporting justification.

8. RENOVATION BUSINESS PLAN REPORT:

- a. In addition to the Renovation Business Plan, RMGA will prepare a detailed report outlining considerations and solutions depicted in the Renovation Business Plan. Also included will be the following:
 1. A hole-by-hole narrative of all eighteen holes as well as practice facilities. A tabulated narrative discussion of existing conditions that warrant renovation solutions will be included. The recommendations and discussion will also include specific maintenance and playability issues on a hole by hole basis and a discussion regarding each hole's strategic merit.
 2. Prioritization of each tee, sand bunker, and green based upon Renovation Business Plan walk-throughs. Each golf course feature is prioritized on an immediate, mid-term, and long-term basis. Considerations include safety, cost, and timing of each task.
 3. The Renovation Business Plan Report will also include specific chapters (as applicable) regarding general maintenance practices, course set-up, irrigation, discussions regarding trees and rough, turf quality, grassing, and grass heights, greens, playability, strategy, speed of play, and other design specific issues.

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9. CONSTRUCTION PHASING ANALYSIS AND COST ESTIMATES:

- a. As part of the Renovation Business Plan Report, RMGA will include a report regarding construction of the proposed modifications to the facilities. This will include a discussion and analysis of proper phasing of construction tasks and construction phasing options to consider.
- b. Accompanying the phasing discussion will be construction estimates applicable to each phasing option presented to the County based upon the County's specific budget requirements.

10. PERMIT PROCESS ANALYSIS:

- a. RMGA shall research all permit or approval requirements for golf course renovations from all regulatory and non-regulatory agencies.

Costs, methodology, and drawing requirements shall be included as a part of the Renovation Business Plan Report.

11. PRESENTATION TO APPROPRIATE COMMITTEES:

- a. Upon completion of the Renovation Business Plan and accompanying report, RMGA will present its findings as appropriate at the discretion of the County. RMGA will make any adjustments deemed necessary as a result of these presentations to compile a final plan and report.

12. NOTIFICATION TO COUNTY:

- a. Upon completion of the Renovation Business Plan process and acceptance by the appropriate committees of the County, RMGA will assist the County in preparing documentation of the plan to the membership.
- b. RMGA will also provide a presentation of the Renovation Business Plan to the general membership at the discretion of the County.

13. SITE VISITS

- a. Richard Mandell Golf Architecture will make a minimum of five site visits and/or County meetings during the Renovation Business Plan process.

II. FEE STRUCTURE FOR GOLF COURSE ARCHITECTURE SERVICES



A. MASTER PLAN REVIEW AND BASE MAPPING (ITEMS 1 - 6 ABOVE):

- 1. \$25,000.00 to be paid on or before thirty (30) days from the date when initial planning meetings with the County and all preliminary base material are completed.
- 2. \$25,000.00 to be paid on or before thirty (30) days from the date when a final Renovation Master Plan is completed and submitted to the County.

TOTAL FEE FOR TASK A - \$50,000.00

B. DESIGN DEVELOPMENT DOCUMENTS (ITEM 7 ABOVE):

- 1. \$40,000.00 to be paid within thirty (30) days after completion of Design Development Documents.

TOTAL FEE FOR TASK B - \$40,000.00

C. CONSTRUCTION DOCUMENTS (ITEMS 8-10 ABOVE)

1. \$40,000.00 to be paid within thirty (30) days after completion and submission of Construction Documents.

1. Permit Fees reimbursed up to \$10,000.00 shall be directly paid to RMGA, Inc. upon receipt of a copy of permit fee receipt from permitting agency.

TOTAL FEE FOR TASK C - \$50,000.00

D. BID ADMINISTRATION (ITEM 11 ABOVE)

1. \$15,000 to be paid within thirty (30) days after completion and submission of Bid Administration.

TOTAL FEE FOR TASK D - \$15,000.00

E. CONSTRUCTION ADMINISTRATION (ITEMS 12 - 18 ABOVE)

1. \$15,000.00 due on or before thirty (30) days from the date when golf course shaping is 50% complete.

2. \$15,000.00 due on or before thirty (30) days from the date the golf course shaping is 100% complete.

TOTAL FEE FOR TASK E - \$30,000.00

F. RENOVATION BUSINESS PLAN

1. \$11,000.00 initial fee upon execution of this agreement (as it pertains to Renovation Business Plan) by the parties hereto.

2. \$12,000.00 subsequent fee to be paid on or before thirty (30) days from the date when the preliminary Renovation Business Plan is completed and submitted to the County

3. \$12,000.00 subsequent fee to be paid on or before thirty (30) days from the date when Renovation Business Plan and Report is finalized and formally presented to the County.

TOTAL FEE FOR TASK F - \$35,000.00

TASK A TOTAL:	\$ 50,000.00
TASK B TOTAL:	\$ 40,000.00
TASK C TOTAL:	\$ 50,000.00
TASK D TOTAL:	\$ 15,000.00
TASK E TOTAL:	\$ 30,000.00
<u>TASK F TOTAL:</u>	<u>\$ 35,000.00</u>

TOTAL FEES \$220,000.00

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III. OTHER FEE CONSIDERATIONS

- A. **Reimbursable Expenses:** All Actual Reimbursable Expenses are inclusive of all fees within this proposal. There will be no extra costs for reimbursable expenses.
- B. **RMGA Standard Plotting Fees.** In-house plotting provides significant savings for our clients:
1. Black & white plot on 24-lb Inkjet Bond Paper \$ 0.30 /sf
 2. Black & white plot on 46-lb Premium Coated Bond Paper \$ 0.60 /sf
 3. Color plot on 24-lb Inkjet Bond Paper \$ 2.00 /sf
 4. Color plot on 46-lb Premium Coated Bond Paper \$ 4.00 /sf
- C. Standard billing rates for any additional services not included in this proposal will be billed at a rate of \$125.00 per hour.
- D. The County shall reimburse RMGA, Inc. for any appropriate permit fees up to an amount of \$10,000.00. This amount is included in the overall fee structure above. If permit fees are less than \$10,000.00, the County shall only pay the specific amount. If permit fees are over \$10,000.00, RMGA, Inc. will seek additional fees from the County prior to paying additional permit fees.

IV. ADDITIONAL CONDITIONS

- A. The costs indicated herein are quoted for a period of six months from the date of the proposal, after which they are subject to renegotiation.
- B. Bills are due and payable within thirty (30) days of receipt. RMGA will charge a 1 ½% per month finance charge on unpaid balances past due fifteen days, which is an annual percentage of 18%, until the stated balance is paid in full.
- C. The County of Forsyth, North Carolina is responsible for payment in full. Arrangements to share costs with others and subsequent collection of the same are the full responsibility of the County of Forsyth, North Carolina.
- D. All accounts over 30 days past due shall be subject to collection procedures and County shall be responsible for all costs of collection, including post-judgment procedures, including all court costs and attorney's fees.
- E. This Agreement shall be governed by and constructed in accordance with the laws of the State of North Carolina. RMGA shall prepare all work in accordance with Federal, State and Local requirements in effect at the time.
- F. RMGA shall comply in every respect with all applicable federal, state and local laws, ordinances, regulations and building and construction codes. If any of the construction drawings are at variance with such laws, ordinances, regulations and building and construction codes, RMGA shall notify the County promptly upon discovery of such variance and revise accordingly.



G. PROMOTIONAL UNDERTAKING

1. Within reason, RMGA agrees to cooperate with County in announcing or publicizing the golf course project. This may include providing tours to prospective golfers, members, and homeowners, etc. during construction.
2. Further, RMGA's name may be used by County in all publicity purposes regarding the golf course project provided that all references and representations made by County with regard to the design of the golf course shall be accurate. All press release information regarding the design of the golf course shall be confirmed by RMGA prior to release. County agrees to take all reasonable and necessary steps to avoid, or rectify, any errors with respect to such identification.
3. County agrees to allow placement of a sign during construction announcing that RMGA renovated said golf course. The sign shall also display the Richard Mandell Golf Architecture name, address, phone information, and logo on site at a location mutually agreed upon. Costs for the sign are solely RMGA's responsibility.
4. It shall be agreed by County that RMGA may, for any lawful purpose, get use of views, or photographs thereof, of the golf course, or any portion thereof.
5. In any event, i.e., whether or not payment in full hereunder is received by RMGA, all design concepts and methodology furnished by this Agreement are proprietary in nature and shall at all times remain the sole property of RMGA.

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In witness whereof, the parties hereto have caused this Agreement to be executed, under seal, by its duly authorized officers as of this day and year first above written.

By: _____

Authorized Representative
Forsyth County, North Carolina

By: _____

Mr. Richard Mandell, President
RMGA Inc., d/b/a
Richard Mandell Golf Architecture
ASGCA, RLA, ISACA