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## Solicitation Addendum

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Addendum No.: 3  
Solicitation No.: 25-R087800SAM  
Solicitation Title: Buffalo Creek and Manatee County Golf Course Management  
Addendum Date: September 5, 2025  
Procurement Contact: Sherri Meier

**ITN No. 25-R087800SAM is amended as set forth herein. Responses to questions posed by prospective bidders are provided below. This Addendum is hereby incorporated in and made a part of ITN No. 25-R087800SAM.**

**The deadline to submit all inquiries concerning interpretation, clarification or additional information pertaining to this ITN is August 25, 2025.**

### QUESTIONS AND RESPONSES:

**Q1. Please provide 2024 payroll by title, and 2025 budgeted payroll.**

R1. Payroll summary below. Organizational chart from management company varies, have centralized accounting services.

#### **Buffalo Creek Payroll Expense**

January 2025 - July 2025	\$	414,905
Jan 2024 - December 2024	\$	424,489
Jan 2023 - December 2023	\$	603,325

#### **Manatee County Payroll Expense**

January 2025 - July 2025	\$	315,662
Jan 2024 - December 2024	\$	331,643
Jan 2023 - December 2023	\$	525,172

**Q2. Please provide 2025's activity /programming calendar, by month.**

R2. No programming calendar is created.

**Q3. Please provide 2025 YTD detailed financials by department.**

R3. Reports from current manager provided below.

**Buffalo Creek Operating Expenses**

January 2025 - July 2025	\$	1,224,315
Jan 2024 - December 2024	\$	1,981,645
Jan 2023 - December 2023	\$	2,442,071

**Manatee County Operating Expenses**

January 2025 - July 2025	\$	1,157,483
Jan 2024 - December 2024	\$	1,906,107
Jan 2023 - December 2023	\$	2,097,140

**Buffalo Creek Revenues**

January 2025 - July 2025	\$	1,664,866
Jan 2024 - December 2024	\$	2,299,961
Jan 2023 - December 2023	\$	2,523,565

**Manatee County Revenues**

January 2025 - July 2025	\$	1,820,113
Jan 2024 - December 2024	\$	2,350,302
Jan 2023 - December 2023	\$	2,386,887

**Q4. Please provide 2024 detailed financials by department.**

R4. Please see question 3

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R6. The County is interested in a management and operations agreement. The proposer will hire the staff, manage the grounds and maintain the county assets such as the irrigation system and buildings.

**Q7. Can proposers schedule individual site walks (by appointment) even though “there will be no Solicitation Information Conference”? If so, who coordinates access at each facility?**

R7. No.

**Q8. The ITN says the two contracts will be awarded separately, though a single firm may receive both. Would you consider combined/alternative pricing if one firm is awarded both?**

R8. That can be considered during the negotiation process.

**Q9. Page limits: please confirm the 20-page (double-sided) cap applies to Tabs 6–10 for each course submittal independently.**

R9. Confirmed.

**Q10. TAB 9 requests “estimated annual operating subsidy” for Years 1–4. Please define the intended financial model: Who holds gross revenues, what costs are the contractors responsible for, and under what circumstances would a County subsidy be provided?**

R10. These terms would be negotiated during the proposals presentation.

**Q11. Can you provide the last 3–5 years of detailed financials for both courses (P&L by department, payroll by position, balance sheet items tied to the operations) to inform our cost and subsidy estimates. Rounds are provided, but not revenues/expenses.**

R11. Please see question 3.

**Q12. Golf cars: please provide the Yamaha lease details (start/end, payment schedule, maintenance terms, condition report, damage/reserve obligations) and the process to transfer/assume it. Can we propose an alternative fleet plan?**

R12. Please see question 5. Yes, alternative fleet plan can be utilized.

**Q13. Food & Beverage: the scope calls for “onsite oversight of all food service third-party vendor functions.” Please share the current F&B provider, agreement term, exclusivities, revenue share/commissions, and roles (e.g., banquets, beverage carts).**

R13. Self-managed by current manager.

**Q14. POS & tee time system: do you require or prefer a specific platform or integrations with County systems? Who owns all first-party customer data, and in what format/frequency should data exports be delivered to the County?**

R14. No platform required and does not integrate with County systems. Manager owns customer data, delivered to the County annually and upon request.

**Q15. Capital plan: do you have a 5-year CIP for each course? Which items are funded by County vs. contractor? The scope says “assist in the development and implementation of capital improvement plans”—are there earmarked near-term projects we should price in implementation support for?**

R15. There is not a 5-year CIP plan currently. Any projects deemed required will be negotiated for funding.

**Q16. Equipment: please provide complete asset lists (make/model/year/hours/condition) for maintenance, clubhouse, and course equipment at both sites. The ITN asks us to detail our equipment sources—please confirm which County units, if any, are available for use/transfer.**

R16. The County equipment consists of the ball dispensers purchased in 2013. All other equipment is leased by the current manager.

**Q17. Please confirm the County’s desired effective date and transition period relative to the Proposal Due Date (September 26, 2025) and award timing.**

R17. The current agreement expires April 2026.

**Q18. What is the expected start date for services under the new contract?**

R18. May 1, 2026.

**Q19. What is the anticipated term length of the management agreement? Is there an option for renewal?**

R19. Open to negotiations, yes there is typically an option for renewal.

**Q20. Can you please provide recent financial data for each course, such as the last three years’ revenue breakdowns (by category like greens fees, cart rentals, pro shop, food/beverage), operating expenses, and rounds played?**

R20. Please see question 3.

**Q21. What is the preferred structure for the management fee proposal, e.g., a fixed all-inclusive fee, base fee plus percentage of revenue, or incentives tied to performance?**

R21. Open to negotiation

**Q22. Are there any restrictions on fee structures, rate increases, or dynamic pricing models for greens fees, carts, or memberships that we should account for in our proposal?**

R22. No, however affordable rate options for residents is desired.

**Q23. What is the current staffing structure at each course (e.g., number of employees, roles like GM, superintendent, pro shop staff, and average salaries/benefits), and will existing employees transfer to the new manager?**

R23. Managed by current operator. New manager would need to negotiate with those employees.

**Q24. What point-of-sale (POS), tee time reservation, and accounting systems are currently in use at each course, and will the operator be required to maintain those systems?**

R24. Lightspeed, managed/paid for by manager. Yes, operator will be required to maintain system, or system they choose.

**Q25. Are there any ongoing or planned capital improvement projects (e.g., irrigation upgrades, bunker renovations, or clubhouse enhancements) at Buffalo Creek or Manatee County Golf Courses, and what role would the operator play in advising or executing them?**

R25. The County is aware of the irrigation needs. Details for reimbursement to the proposer on projects would be determined and defined in negotiations.

**Q26. Can you please provide details on recent challenges or issues with maintenance, operations or customer service?**

R26. There are areas of ageing and lack of long-term maintenance we hope to see improved.

**Q27. Regarding the liquor license - Will the current license transfer to the new operator, or will a new license be required? If the latter, what support can the County provide, and what are the associated costs or timelines?**

R27. That would be discussed between current operator and new management.

**Q28. Are there any known issues or stakeholder expectations (e.g., from residents, BCC, or golfers) that the new manager should address in the proposal?**

R28. None that County is aware of.

**NOTE:**

Deleted items will be ~~struck through~~, added or modified items will be underlined. All other terms and conditions remain as stated in the ITN.

**INSTRUCTIONS:**

Receipt of this Addendum must be acknowledged as instructed in the solicitation document. Failure to acknowledge receipt of this Addendum may result in the response being deemed non-responsive.

**END OF ADDENDUM**

AUTHORIZED FOR RELEASE