

CITY OF WILLIAMS
REQUEST FOR QUALIFICATIONS



PROJECT NAME: Elephant Rocks – Professional Golf Course Management

City of Williams
113 S. 1st Street
Williams, AZ 86046
Phone: 928.635.4451 FAX: 928.635.4495
skerley@williamsaz.gov
January 23, 2013

I. Contact Information

A. Please contact Susan Kerley for questions about the proposal submission.

Phone: 928.635.4451

FAX: 928.635.4495

EMAIL: skerley@williamsaz.gov

II. Project Information

The City of Williams invites qualified individuals to submit a written proposal to provide Professional Golf Course Management services for Elephant Rocks Golf Course, located at 2200 Country Club Road, Williams, Arizona 86046. The intent of the City is to award the contract prior to March 1, 2013, with services beginning on March 26, 2013.

The City of Williams owns and operates Elephant Rocks Golf Course. The 18-hole, 6,695-yard championship golf course is one of the premier courses in northern Arizona. The Course is open typically from March through November, depending on weather.

III. Project Specifications

A. The end product document should contain the following sections:

I. Cover Letter, including vision, goals and objectives for career/business development

II. Resumé (Include individual capabilities and applicable skills, certifications and licenses, employment history, and a list of references (5) including contact names, addresses, phone numbers, email addresses, and relationship to you)

III. Business Plan

A. Professional Philosophy and approach to providing professional golf course management services including your management style and your approach to problem resolution

B. Promoting Play at Elephant Rocks

C. Organization and scheduling of tournaments

D. Promotion and advertising for tournaments, describing email marketing campaigns, mass mailings or other promotional activities

E. Operation of a hospitality cart

F. Operation and maintenance of a Pro Shop

G. Operation and maintenance of a full bar (as Agent for the Owner's Liquor License)

H. Operation of a grill/sandwich shop with future development (one year) of restaurant with expanded menu and hours of service

I. Promoting and Facilitating rental of Golf Course facility for events

J. Titles and estimated number of employees to be hired by Professional

K. Estimated operating budget for April 1, 2013 – October 30, 2013, including estimated income and revenue from Golf Course, Private Lessons, Hospitality Cart, Pro Shop, Bar, Sandwich Shop, Rental of event facility.

- B. Data needed to develop Business Plan:
Estimated rounds for 2012 are 14,000. The following information reflects the reports of income from the various revenue sources from January 1, 2012 to November 20, 2012.

Cart Fees	\$ 139,000
Hall Rental	\$ 1,250
Greens Fees (Week Days)	\$159,956
Greens Fees (Week Ends)	\$174,449
Greens Fees (Juniors)	\$ 1,800
Greens Fees (Replay)	\$ 1,275
Season Pass (Individual)	\$ 19,945
Season Pass – Family	\$ 4,725
Season Pass (Unclassified)	\$ 5,915
Rental Clubs	\$ 2,474
Range Balls	\$ 20,302
Accessories	\$ 32,184
Clubs	\$ 600
Gloves	\$ 2,706
Bags	\$ 365
Balls	\$ 4,772
Headwear	\$ 1,520
Men’s Apparel	\$ 7,379
Women’s Apparel	\$ 7,659

Lessons with Pro	\$	150
Beverages	\$	70,209
Food	\$	22,550

IV. Contractor Requirements

- A. Contractors should plan to provide enough qualified staff on-site to ascertain an excellent experience for golfers, diners, and bar patrons.
- B. The attached Background Release Form must be signed and submitted with the proposal.
- C. Once an offer is made and accepted, the City will present a contract for review and execution by the selected Golf Course Professional.

V. Timeline

- A. We have established the following timetable. It is subject to change by the City.

<u>Item</u>	<u>Date</u>
Deadline for Submission of Proposals	02.11.13
Review of Submissions	02.13.13
Interviews and Social Event for Selected Candidates	02.25.13
Committee’s Selection Process	2.26.13 – 2.27.13
Committee’s Recommendation to City Council	2.28.13
Start Date for selected Professional Manager	3.26.13

VI. Proposals

- A. Awarding of Contracts
 Only the information in the proposals submitted will be considered in the awarding of contracts. In considering the proposals submitted, we will select the one that appears to be the best fit for the City and its project.
- B. Deadline for Proposals
 Proposals must be received by the City of Williams by 5:00 p.m. on February 11, 2013. The City of Williams may stop the proposal process at any time with no notice given or any responsibility to those submitting proposals.
- D. Requirements for Submission of Proposals
 Those interested in submitting a Proposal for Professional Golf Course Management

may find the instructions/information packet at www.williamsaz.gov Address questions to Susan Kerley, City Clerk/HR Director at skerley@williamsaz.gov All responses to the Request for Proposals should be sent to:

*City Clerk/HR Director
City of Williams
113 S. 1st Street
Williams, AZ 86046*

Ten (10) copies of the proposals should be received by 5:00 p.m. on February 11, 2013. The sealed mailing envelope should be clearly marked on its lower, left-hand corner:

“PROPOSAL FOR CITY OF WILLIAMS PROFESSIONAL GOLF COURSE MANAGEMENT”

The City of Williams is not responsible for the pre-opening, post-opening, or failure to open a proposal improperly addressed or identified. The City of Williams reserves the right to accept or reject any or all proposals as may be determined to be in the best interest of the City.

E. Requirements for Submission

The City of Williams suggests that individuals submitting proposals include the following :

1. Ten (10) complete copies.
2. Use 8 ½” x 11” paper and no smaller than 12-point font.
3. Cover letter (one page only) addressed to Brandon Buchanan, City Manager.
4. Title sheet with:
 - Title: *Proposal for City of Williams Professional Golf Course Management*
 - Submitted to: *City of Williams, Brandon Buchanan, City Manager*
 - Submittal Date: *February 11, 2013*
 - Submitted by: *Contact person’s name, email address and phone number*
5. Description of the individual’s qualifications - resumé
6. Methods to be used on the project – business plan
7. The results anticipated.
8. Staff (quality and quantity) to be provided to insure an optimal experience for golfers, diners, and bar patrons.
9. Anticipated form of communication with City and frequency.
10. Estimated insurance coverage.
11. References.

F . Selection

All proposals will be judged, based only on the information they contain. The proposals received by the published deadline will be the only ones considered. Below are the elements established for choosing a proposal:

1. Receipt of proposal in the requested format by the published deadline.
2. The fit of the proposal to the City's goals.
3. Individual's perceived capabilities.
4. The perceived ability of the individual to actually accomplish the City's goals as outlined in its proposal.
5. The individual's historic performance in accomplishing professional golf course management elsewhere, based upon information from references.
6. The individual's ability to provide personnel with the skills necessary to perform the necessary tasks and achieve the results indicated in the proposal.
7. The appropriateness of the business plan.

G. Expectations of finalists:

The submitted data will be evaluated, and selected candidates will be invited to attend an interview and social event to be held on February 25, 2013. Approximately, only one week's notice can be given. Hotel costs while in Williams to attend the interview and social event will be borne by the City.

Notification of finalist will be made by March 1, 2013.

BACKGROUND RELEASE FORM

I certify that all information I have provided in my Proposal is true, complete and correct.

I expressly authorize, without reservation, the City of Williams, its representatives, employees or agents to contact and obtain all information from all references (personal and professional), employers, public agencies, licensing authorities and educational institutions and to otherwise verify the accuracy of all information provided in this Proposal. I hereby waive any and all rights and claims I may have regarding the City of Williams, its agents, employees or representatives, for seeking, gathering, and using such information in the recruiting process, and all other persons, corporations or organizations for furnishing such information about me.

I understand that if any information provided by me is found to be false, incomplete or misrepresented in any respect, it will be sufficient cause to cease consideration of this Proposal and to make invalid any Contract entered into with the City of Williams hereafter.

I certify that I have read and fully understand and accept all terms of the foregoing Background Release Form

Name (printed): _____

Signature: _____ **Date:** _____

**CITY OF WILLIAMS
ELEPHANT ROCKS GOLF COURSE
OPERATIONS POLICY HANDBOOK**

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GENERAL

This *City of Williams Elephant Rocks Golf Course Operations Policy Handbook* provides current rules of operation for Elephant Rocks Golf Course, owned and operated by the City of Williams.

The *Professional Golf Course Management Service* is under contract with the City and is responsible for the day-to-day operation of *Elephant Rocks Golf Course* and its ancillary facilities in conformity with the hours specified by the City of Williams. The Contractor is under the direction of the City Manager or his designee.

The Golf Course Superintendent, a City of Williams' employee, is responsible for the maintenance and long-term condition of *Elephant Rocks Golf Course* and reports to the City Manager or his designee.

The Golf Course Committee is an appointed, seven-member, advisory committee to City Council. This Committee recommends policies and procedures to support the consistent and successful operation of *Elephant Rocks Golf Course*.

HISTORY

As early as the 1920's, golf was being played at the Williams' Country Club. Members and railway workers built the clubhouse you see today in 1932. Remaining a small, private club for many years, Williams' Country Club found it difficult to survive and impossible to bring the rough, out-dated course up to modern day standards.

In 1989 the course was turned over to the City of Williams, and development of the existing nine holes up to modern day standards began. The City hired top golf course designer, Gary Panks, whose goal was to maintain the integrity of the original course design while modernizing it. Wanting to create a new image for the course, the City named it *Elephant Rocks at Williams*.

The redesigned nine holes were opened for play in the spring of 1990. In 2000 construction began on an additional nine holes. Gary Panks returned to design the second nine holes, blending the older and newer holes together to form an interesting, challenging course.

PUBLIC MUNICIPAL COURSE

Elephant Rocks is a public municipal golf course and, as such, has no members. There are a number of original players, who were generally members of the original Country Club, who hold season passes that have been grandfathered in. Season passes are no longer available. Also, local residents receive a substantial discount. Rates are suggested by the Golf Course Committee and approved by City Council.

GENERAL SERVICES

Play on the Golf Course is open to the public. The various fee categories for playing golf and renting equipment are shown below.

Services

Week Days - Youth 18 Hole Green Fees Exception: Special Rates for School Golf Team Members

Weekend Days and Holidays – Youth 18 Hole Green Fees

Week Days – Adult 18 Hole Green Fees

Weekend Days and Holidays – Adult 18 Hole Green Fees

Twilight Green Fees (after 3:00 p.m. in May, September and October; and after 4:00 p.m. in June, July and August)

Rental of Pull Cart per 18 Holes

Rental of Clubs per 18 Holes

Rental of Powered Cart per 18 Holes

Lessons and clinics will be promoted and offered by the Golf Pro.

Driving Range is available for use and range balls are available for purchase.

Clean and sanitary bathrooms in the clubhouse, the Pavilion and on the Course with all relevant supplies will be maintained by the Manager and will be available for use by those at the Golf Course.

Receipts for play, indicating the date and time of play and the fee paid, shall be issued to all players, including those with complimentary rounds. Golf Course and City staff members may approach players at any time during their rounds and ask them to produce their receipts.

FEES AND BUDGETS

General Service Fees will be recommended annually each fall for the following year by the Golf Committee and approved by City Council. The Manager may offer discount rates in the Spring and Fall and during quiet periods to boost play.

GOLF CART USAGE

The safe and courteous operation of golf carts on *Elephant Rocks Golf Course* is required. The following rules should be observed by all powered golf cart operators:

- A golfer has the right of way; all carts must be stopped while a shot is being made
- Golf cart drivers must obey all signs and must stay at least 30 feet from a green
- When golf carts are used to travel to the Club House, travel must be in the direction of play. To show proper etiquette, the golf cart must be kept far away from anyone preparing to play a shot on the hole being used by the golf cart for transit passage.
- Rental golf carts are limited to two people and must be rented and operated by a person who holds a current, full driver's license, who is at least 16 years of age and who appears to have no impairments that would affect their operation of the cart.
- Misuse of golf carts is forbidden, and patrons doing so will be immediately removed from the course

TEE TIMES

- There are two ways to book tee times: Go to www.elephant-rocks.com for on-line booking or contact the Pro Shop at Elephant Rocks at (928) 635-4935. The on-line booking system is available for making reservations for individual play up to seven days in advance. Tee times can also be reserved by contacting the Pro Shop.
- Tournaments may be booked as early as November for the coming season.
- Golfers should be at the first tee at least ten minutes prior to their tee time.

LOCAL TOURNAMENTS

- Local tournaments will receive assistance with promotion and organization from the Golf Course manager.
- Events with a minimum of 40 golfers may have a shotgun start; others must take tee times

OUTSIDE TOURNAMENTS

- All tournaments shall be provided with a basic contract at the time of booking and shall be required to deposit at least 10% of the maximum anticipated green fees. Tournament organizers must provide final number of players at least eight (8) days before the event. These numbers may be increased by up to 10% during the eight (8) days before the event, but any reduction in numbers of more than 10% will be liable for payment of the full green fee.
- Events with a minimum of 40 golfers may have a shotgun start; others must take tee times

GENERAL GOLF COURSE RULES

The following section highlights the general rules of *Elephant Rocks Golf Course*. These rules should be followed by all patrons playing the course:

- Other than for shotgun starts, all play will commence on hole #1.
- Only soft spikes will be allowed on the course.
- The Manager or Golf Course Superintendent, at his discretion, may close any hole, stop the usage of a cart, or make any other changes necessary due to weather or course conditions.
- Slower groups must allow faster groups to play through.
- Replace all divots and rake sand traps after use.
- Shoes and shirts must be worn at all times.
- No bicycles are allowed on the golf course.
- No dogs are allowed on the golf course.

- Persons of any age are not allowed on the course for the purpose of retrieving lost golf balls.
- To encourage quick play and fairness in reporting scores, the following rules should be followed when any ball is hit into the Golf Course woods:
 - A provisional ball should be hit if a lost ball in the woods is probable.
 - If a ball is found in the woods and the lie is unplayable (the golfer is the sole judge as to whether or not a ball is unplayable), by the rules of golf, the player has three options:
 - The ball can be dropped no more than two club lengths from the location of the ball, no closer to the hole. The penalty incurred for the dropped ball is one stroke.
 - The ball can be dropped as far back in a straight line as desired, as long as the object is kept directly between the ball and the pin.
 - The ball can be dropped at the location of the previous hit.

In each option above, there is a penalty of one stroke.

CREDITS AND CHARGE ACCOUNTS

- All golf fees will be paid at the time of play.
- Tournament organizers will be provided with a contract and shall pay a deposit of 10% of the green fees at the time of booking. Event organizers must guarantee payment of the balance due with a credit card.
- Members of the men's and ladies' club shall be allowed to maintain a Pro Shop credit account for prizes won in events. Unless other arrangements are made with the manager, these credit accounts should be cleared totally at the end of each playing season.

FUNCTIONS AND MEETINGS

Functions and golf events that include a meal will use the Pavilion for this purpose. Golf events will have the facility provided as part of their tournament package. Other functions (weddings, family reunions, receptions, etc.) for which the Pavilion is reserved will be assessed the established facility rental fee for use of the Pavilion.

The facility fee will be approved by City Council.

PURCHASES

The Manager is responsible for making all purchases for his operations and for settling all accounts for those purchases.

The Golf Course Superintendent has authority to make purchases for which the City of Williams is financially responsible.

FOOD AND BEVERAGES

- Full bar service is offered at all times when the course is open.
- A hospitality cart will circulate on the course on Saturdays and Sundays and at other times when the number of players on the Course makes it desirable.
- A bar will be provided in the Pavilion for all activities scheduled for that building, unless declined by those renting the Pavilion.
- No liquor may be brought onto the premises by patrons.
- Sandwiches and snacks are available in the bar area of the Pro Shop.

PRO SHOP MERCHANDISE

The Pro Shop has available a supply of current merchandise, including a large supply of balls and other consumable items. Other available items include:

- Pull Carts
- Rental Clubs
- Premium Rental Clubs
- Range Balls for Sale

PARTNERS AND THEIR ROLES:

1. Golf Course Manager

The Manager will work closely with the Course Superintendent to insure the smooth operation of *Elephant Rocks Golf Course* and to offer the best golfing experience possible to the general public.

- The Manager will operate the golf course and ancillary facilities in conformity with the hours specified by the City of Williams to maximize income to the City.
- The Manager is the main person responsible for the promotion of *Elephant Rocks Golf Course* to the general public, experienced golfers, local residents, tourists, and those living in the area that are interested in the pursuit of golf. This includes, but is not limited to, the promotion of all programs in place to increase use:
 - Hotel Commission Program
 - Golf Packages
 - Tournaments
 - Non-golfing functions
 - On-line promotion and specials

- Golf lessons and clinics

The President/CEO of the Chamber of Commerce, along with its public relations firm, directs the marketing and promotional campaigns.

- As an independent contractor, the Manager is responsible for their own budget, expenses, and employees.
- All bar/catering employees and sub-contractors of the Manager must hold the necessary state permits and licenses for the service of beverages (alcoholic and non-alcoholic) and the handling of food.
- The Manager is authorized to offer discount rates in the spring and fall and during quiet periods to boost play. The Manager is responsible to the City of Williams to insure that these discounts are only offered when doing so may be beneficial in boosting income.
- The Manager or his designee must ascertain that powered golf carts are rented and operated by a person who holds a current, full driver's license, who is at least 16 years of age and who appears to have no impairments that would affect their operation of the cart.
- The Manager will insure that those patrons who misuse golf carts will be immediately removed from the course.
- Using the on-line booking system, the manager will make certain that the maximum numbers of tee times are available for open play.
- Tee times will start at a time agreed with the Golf Course Superintendent with an early start on weekends during the summer period.
- Course Rangers:
 - The Manager will arrange for scheduling of course rangers to insure efficient and timely play.
 - Rangers and other volunteers will be compensated with one (1) round of play with powered cart for every four (4) hours of work. Rangers with season passes will receive three (3) rounds of play with powered cart for every four (4) hours worked.
 - The Manager will keep a computerized log of hours worked and play received by the volunteers.
- With the exception of volunteers mentioned above, only Pro Shop and Golf Course personnel will receive complimentary golf during non-premium tee times. To qualify for this benefit, personnel must work a

minimum of twenty (20) hours per week. A limit of two rounds of golf per week per eligible employee will be imposed.

- For all golf events, the Manager shall provide a scoreboard service.
- The Manager must ascertain that they and all their bar/catering staff hold the necessary state permits and licenses for the service of beverages (alcoholic and non-alcoholic) and food.
- The Manager must carry the necessary insurance coverage for the service of beverages (alcoholic and non-alcoholic) and food.
- The Manager will operate a hospitality cart on the course on at least Saturday and Sunday and at other times that it would be beneficial for his operations and to the players on the course
- The Manager will provide a bar in the Pavilion for all activities scheduled for that building, unless declined by those renting the Pavilion.
- To protect the integrity of the City's liquor license at *Elephant Rocks Golf Course*, the Manager will not allow patrons to bring liquor onto the premises.
- The Manager will provide at least a sandwich shop and a hospitality cart for the course. At his discretion and expense, the Manager may provide an expanded food/drink service, subject to approval by the Owner.
- For golf events and functions, the Manager has the concession for food and beverages. While the Manager may sub-contract the food service for these events, he must operate all bar service.
- The Manager will provide inventory and operate a Pro Shop with an ample supply of current merchandise, including a large supply of balls, range balls and other consumable items. In addition the Manager will have the following items available for rent:
 - Pull Carts (minimum of 6)
 - Rental Clubs (minimum of 24 sets including minimum of four (4) left-handed sets)
 - Premium Rental Clubs (minimum of 6 sets)
 - The Manager shall be a full member of the Golf Committee.
- The Manager will work with the City's Finance Director to standardize procedures for reporting and depositing golf course income properly and in a timely fashion.

2. Course Superintendent

The Course Superintendent will work closely with the Manager to insure the smooth operation of *Elephant Rocks Golf Course* and to offer the best golfing experience possible to the general public. The Superintendent is responsible for maintaining the course in its optimum playable condition.

In order to maintain the course in its optimum condition, the Course Superintendent will reserve dates each year for aeration of the course.

Any dispute between the Golf Course Superintendent and the Golf Course Manager will be reviewed and settled by the City Manager or their designee.

3. Golf Committee

The Golf Course Committee is an appointed, seven-member, advisory committee to City Council. This Committee recommends policies and procedures for City Council's approval to support the consistent and successful operation of *Elephant Rocks Golf Course*. In addition, they make recommendations for setting rates, advertising policy, and playability of the course to City Council.

4. City of Williams

The City of Williams owns and operates *Elephant Rocks Golf Course* as a public, municipal golf course. Integral to its successful operation of the course is the Golf Course Manager, who maintains the day-to-day operation of the course; the Golf Course Superintendent, who maintains the course in its optimum playing condition; and the Golf Committee, which recommends policies and procedures to the City Council for adoption.