

REQUEST FOR QUALIFICATIONS

GOLF MANAGEMENT

SERVICES

FOR

CITY OF MIAMISBURG, OHIO

PIPESTONE GOLF COURSE



April 24, 2014

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LEGAL NOTICE 603

Request for Qualifications For Professional Golf Management Services For the City of Miamisburg, Ohio PipeStone Golf Course

The City of Miamisburg, Ohio is soliciting competitive sealed Qualifications statements from Golf Course Management Firms experienced in working with multiple public agencies as clients to operate and manage PipeStone Golf Course.

SUBMISSION OF QUALIFICATIONS: All Qualifications documents shall be sealed and submitted to:

City Manager's Office
Miamisburg Civic Center
10 North First Street
Miamisburg, Ohio 45342

Sealed statements must be received by 10:00 a.m. Eastern Standard Time (EST) on Wednesday, May 28, 2014.

The City reserves the right to change the submission deadline or to issue amendments to the RFQ anytime or to cancel or reissue the RFQ at any time without penalty. The City reserves the right to reject any and all submittals and to waive any irregularities as determined by the City. Further, the City is not liable for any costs incurred by the respondent in the preparation of its Statement of Qualifications.

**CITY OF MIAMISBURG, OHIO
REQUEST FOR QUALIFICATIONS**

I. PURPOSE

The City of Miamisburg, Ohio is soliciting Qualifications statements from Golf Course Management Firms experienced in operation and maintenance of municipally owned or operated golf courses to provide golf course management and operation of PipeStone Golf Course.

II. BACKGROUND

PipeStone opened in 1992 and is regarded as one of the most beautiful and challenging layouts in the Miami Valley. This Arthur Hills' course design offers rolling fairways, undulating greens, and beautiful views. Four sets of tees allow the high or low handicapper to play from the yardage that best suits their ability. It has been rated four stars in *Golf Digest's Places to Play* for the past eight years.

Nestled in the rolling hills, PipeStone is an 18-hole, par 72 facility that also features an 5,582 square foot clubhouse, outdoor patio, driving range, maintenance facilities and cart storage. PipeStone provides a challenge to all levels of players with its rolling terrain, undulating greens and spectacular vistas that add to the enjoyment of the game.

Recent Activity

In 2013, PipeStone Golf Course hosted approximately 33,500 rounds and Mound hosted 28,120 rounds. See "PipeStone Golf Course Rounds Mix" in Appendix A for additional information regarding rounds played.

III. SCOPE OF SERVICES

Interested firms shall address in their qualification statements their firm's ability to provide the following services if selected by the City:

- Management of all day-to-day operations of the facility, including golf course operation, facilities maintenance, equipment maintenance, clubhouse operations, pro-shop merchandise operations, food and beverage services, sales and marketing, budgets, accounting, human resources, etc.
- Recommend with the City's approval:
 - An annual business plan and operating budget, including expenditures for operations, equipment maintenance, inventory, advertising, sales and promotions, repairs and revenue projections with recommendations on all fees such as green fees, cart fees, annual fees, etc.
 - A five (5) year capital improvement plan and budget
- A projected report on staffing levels and a cost analysis for each department.
- Develop a marketing strategy aimed at attracting rounds played from the local market as well as tournament play, packages and events.

- Hire, properly train, and supervise all staff required to manage and operate the facility consistent with the City’s general direction, goals and volunteer programs. All staffing shall be, and remain at all times, employees of the selected management firm.
- Provide a qualified general manager responsible for the day-to-day operations and management of the facility, who will be available during normal business hours.
- Provide a certified superintendent responsible for day-to-day golf course operations.
- Provide an employee who is a Class “A” member in good standing with either the Professional Golf Association (PGA) or the Ladies Professional Golf Association (LPGA). This person will be responsible for developing and or coordinating a program of golf lessons, clinics, schools, etc.
- Acquire and maintain all necessary licenses and permits including liquor sales.
- With regard to revenue and expenditures in the facility
 - Operator shall not be required to use its funds for operations or capital improvements. The City will provide and approve all required funding.
 - Operator shall provide or acquire all goods and services necessary to carry out its management, operations and maintenance responsibilities.
 - Operator will manage and pay all golf course expenditures and collect all revenues of any sort.
 - Operator will utilize the City’s bank accounts for daily deposits.

IV. REQUIRED STANDARDS FOR QUALIFICATIONS

This section establishes certain standards of experience and financial capability that the City requires for a firm to be considered qualified. The offer must demonstrate that the firm's experience and financial capability are equal to or exceed the requirements listed below. The City in its sole discretion will decide if a firm meets the standards. Each firm must answer honestly and completely.

- Respondent must have been in business at least five (5) years. Identify when the company was organized, and if a corporation, where incorporated and how many years engaged in providing Contract Operations Services under that name. For all facilities where you have provided continuous management services for three years or more, provide the client name, contact, address and phone number and brief description of the projects.
- Respondent must operate at least two (2) 18-hole golf courses similar in size and complexity to the City's facility. Provide names, contacts, addresses and phone numbers of at least two (2) such facilities.
- Respondent must be able to provide a performance bond in an amount equal to the full value of one (1) year's estimated management fee. Provide a certification from a surety company licensed to do business in Ohio indicating that they will provide such a bond. The performance bond must be renewed annually for the term of the contract.
- Respondent must demonstrate the ability to post a letter of credit for \$500,000.

V. RFQ PROCESS AND KEY DATES

Qualifications will be reviewed in a timely manner by the City staff and a selection committee. The review of submittals will be based on, but not limited to, the following minimum criteria:

- Each statement of qualification will be reviewed for completeness, responsiveness and adequacy of documentation.
- The firms understanding of the scope of services and approach to providing service.
- The qualifications and relevant experience of the management firm. In particular, the management firm's experience with a municipally owned and/or operated public golf course.

KEY DATES: (Schedule is tentative)

| | |
|-----------------------------------|----------------------|
| Deadline for submittal | Wednesday, May 28 |
| Shortlist Created | Wednesday, June 4 |
| Shortlist Invited to Present Bids | Friday, June 6 |
| Interview of Finalists | Thursday, July 10 |
| Recommendation to City Council | Tuesday, August 5 |
| Negotiation of Contract | Friday, August 15 |
| Award of Contract | Tuesday, September 2 |
| Targeted contract commencement | Wednesday, October 1 |

VI. SUBMITTAL PROCEDURES

IT IS UNDERSTOOD that receipt of any statement of qualifications shall under no circumstances obligate the City to enter into a contract with any respondent. If a contract is deemed desirable, the award will be made to the firm whose qualifications are determined to be the most responsive. Any offer would result from negotiation and taking into consideration the relative importance of price and other evaluation factors set forth.

Interested parties shall submit a response to this Request for Qualifications (RFQ) in the following format:

Statement shall include a detailed response to the RFQ requirements and scope of services, and shall be signed by an authorized representative of the company. The Statement of Qualifications shall be sealed in an envelope marked as "QUALIFICATIONS FOR GOLF COURSE MANAGEMENT SERVICES" and include the respondent's name.

Facsimile and electronic transmittals will not be accepted.

Whether delivered by U.S. mail, personal delivery or carrier, the respondent assumes the responsibility for ensuring the statement of qualifications is submitted on time at the specified location. Only Qualifications received by the specified time and date will be considered.

All Qualifications statements and accompanying documentation shall become the property of the City of Miamisburg, Ohio. Submission of a statement of qualifications constitutes respondent's acceptance of the procedures, evaluation criteria and RFP instructions.

Any questions regarding the RFQ shall be submitted in writing via U.S. mail, fax or electronic mail and should be addressed to:

Debbie McLaughlin, Director
Miamisburg Parks and Recreation Department
10 North First Street
Miamisburg, Ohio 45342
Fax: 937-847-6453
Email: Debbie.Mclaughlin@cityofmiamisburg.org

Written responses to submitted questions will be either mailed, faxed or e-mailed to all known respondents. Since documents are available on the City's website, respondents have the responsibility to contact Debbie McLaughlin to provide their contact information and desire to be included in any future correspondence to respondents.

The City will not be responsible for any error or omission in the information provided, nor for the failure of the respondent to determine the full extent of the effort necessary to provide the requested information. The Statement of Qualifications shall be prepared and submitted in accordance with the provisions of the FRQ instructions and specifications. Any alteration, omission, addition, variance or limitation of, from or to a statement of qualifications will be sufficient grounds for non-acceptance of the response.

SUBMITTAL FORMAT

- **Letter of Introduction:** Provide the name and address of the management firm submitting the statement of qualifications. Include a brief description of the management firm, the date the entity was established, the name, address and contact information for the contact person and a course management listing. This letter must bear the signature of the person having proper authority to make the statement of qualifications for the firm.
- **Management Summary:** Provide a brief synopsis of the statement of qualifications summarizing the firm's unique qualities and the overall benefit of the statement of qualifications for the City. Summary should address at a minimum; operating the facility as a premier public amenity, your specific management approaches to the Miamisburg Country Club Golf Course and your understanding of the scope of services.
- **Statement of Qualifications:**
 - Provide the firm's approach to maintenance and operation of the golf course and related facilities in order to provide a quality golfing experience for City residents and guests while continuing to maintain the golf course in "country club like," condition.
 - Provide the firm's approach to operating a golf facility food and beverage concession capable of providing full service breakfast, lunch and dinner, as well as some catering, special events and banquets.
 - A listing of the firm's project personnel including relevant experience and resumes.

- A description of the firm's promotions, marketing and advertising experience.
- A listing of current contracts and number of contracts obtained, expiring or up for renewal in the next five years. Include names and phone numbers for reference.
- A description of the firm's current workload and a discussion as to how this facility would be incorporated into that existing workload.
- Provide a minimum of 6 references including public agency references, if any.

Description of the Firm: The following information is requested regarding the submitting firm:

- Name of business and corporate headquarters location
- Length of time in business
- Total number of employees
- Name and location of golf courses currently under management contract
- Number of courses under management contract for the past five years
- List any management contracts renewed during the past five years
- List any management contracts not renewed during the past five years
- Names of company executive staff and areas of expertise
- Services provided by the firm
- Amount of insurance coverage the firm has in each of the following categories:
General Liability, Automobile Liability, Employer's Liability, Liquor Liability, and
Workers' Compensation

Firm's Financial Statement: The respondent shall provide financial information that includes its most recent audited financial statement(s).

Client References: The respondent shall include at least five current public sector client references that include the client's contact name and title, organization's name, address, telephone number, and e-mail address.

Legal Actions or Lawsuits: The respondent shall make known to the City any outstanding lawsuits, legal actions or conflicts of interest which would affect its ability to perform the contract.

APPENDIX A
PipeStone Golf Course - Rounds Mix

| | | 2009 | 2010 | 2011 | 2012 | 2013 |
|------------------------------------|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| 18 Hole Weekday | | | | | | |
| | Casual | 10,628 | 10,440 | 8,824 | 10,237 | 9,800 |
| | Outings/Events | 2,109 | 2,290 | 2,193 | 2,189 | 1,692 |
| 18 Hole Weekend | | | | | | |
| | Casual | 6,098 | 6,033 | 5,228 | 5,012 | 4,720 |
| | Outings/Events | 1,713 | 2,101 | 2,664 | 2,009 | 1,481 |
| 9 Hole Weekday | | | | | | |
| | Casual | 1,461 | 2,962 | 2,768 | 3,152 | 2,114 |
| | Leagues/Preferred Tee Times | 3,936 | 3,962 | 3,054 | 3,284 | 2,509 |
| 9 Hole Weekend | | | | | | |
| | Casual | 849 | 946 | 724 | 841 | 720 |
| Member Rounds | | | | | | |
| | | 1,322 | 1,348 | 1,607 | 2,137 | 2,671 |
| Coupon Rounds | | | | | | |
| | | 378 | 1,431 | 641 | 405 | 391 |
| Complimentary/Employee Rate | | | | | | |
| | Staff/PGA/GCSAA | 594 | 463 | 393 | 249 | 309 |
| | Marketing | 811 | 967 | 670 | 658 | 1,034 |
| | Volunteer | 1,969 | 1,384 | 1,292 | 1,458 | 679 |
| Total Rounds | | | | | | |
| | | 31,868 | 34,327 | 30,058 | 31,631 | 28,120 |
| Total Number of Members | | | | | | |
| | | 16 | 18 | 24 | 27 | 44 |