



## Scope of Services

The city seeks to retain a qualified independent contractor “Consultant” to provide comprehensive management, maintenance, and operations of the Bennett Valley Golf Course facility.

The ideal Consultant will have direct and successful experience with management of an 18-hole golf course and restaurant with banquet service/event space and full bar. The Consultant will understand the terminology, methods, practices, and techniques of staffing, operating, and maintaining a full-service golf course, golf course food service operation, and an onsite banquet/event space in accordance with applicable federal, state, and local codes. The Consultant will utilize and maintain qualified, experienced, and certified staff and/or sub-consultants in all operations and service areas required to complete the designated scope of services.

The Consultant’s proposal must include the scope of services with this RFP in substantially the same content or better. Deviations from this scope of services that significantly reduce or enhance the scope of services for any reason must be clearly identified as part of the Consultant’s proposal. Also, any significant deviation in scope of services must also be clearly defined within the Financial Scope of Service proposal to show any corresponding increase or decrease in costs to the City or Consultant.

Any products and services that are not specifically addressed in this scope of services or RFP but are necessary to provide functional capabilities for management of the BVGC must be included within the Consultant’s proposal.

The Consultant’s Scope of Services must provide for, at a minimum, all the following sections:

### General Responsibilities

- The Consultant shall be responsible to the City of Santa Rosa and the public for providing full-time, golf-related services and conducting its business on or about the Golf Course Facilities in a manner consistent with the prevailing standards and practices promulgated by the Club Management Association of America, the Professional Golf Association of America, and the Golf Course Superintendents Association of America.
- The Consultant shall operate the Golf Course Facilities in an orderly manner and not annoy, disturb or be offensive to customers, patrons, or others in the immediate vicinity of such operations. The operation of the Golf Course Facilities shall be conducted in a manner acceptable to the City of Santa Rosa in its reasonable determination.
- The Consultant will appoint one representative of the entire management operation to act as the Liaison between the City and the Consultant. The city will appoint one staff member to act as the Liaison to the Consultant. The Consultant’s Liaison and the City’s Liaison must always be

available, 24 hours a day, 365 days per year, including holidays or appoint a designee when the Liaison is not available. Both Liaisons must regularly communicate availability or their designee's contact's cell phone number and email address if not regularly available for any reason.

- The Consultant will ensure regular, monthly meetings between the Consultant's Liaison and the City's Liaison and any Consultant staff or City staff requested for attendance. A meeting schedule will be established between the Liaisons immediately following Council approval of the Management Agreement with the Consultant.
- Regular meetings must include Consultant updates for sales, marketing, golf course rounds, maintenance, equipment condition and operations of all aspects of managing the BVGC. The City will provide executive updates and preferences for operation and customer services as needed. The City and the Consultant will proactively communicate as often as needed outside of regular meetings to ensure the highest quality customer service.

### Operating Plan

The Consultant will include or incorporate an operating plan to guide the following tasks associated with high-quality management of the BVGC;

- Brief description of maintenance programs, as applicable, including tees, fairways, greens, bunkers, rough, restaurant concessions, pro shop area, driving range and other grounds.
- Brief description of Customer Service Standards.
- Brief description on operating systems that are utilized to promote efficiencies, such as but not limited to, online tee time booking and transaction data.
- Brief description of staffing levels, pro shop operations, restaurant operations and relevant performance standards.
- Brief description of marketing and promotional plans for youth and adults, including those traditionally disadvantaged economically or socially.
- Brief description for providing golf lessons and golf carts.
- Brief description of programming ideas and innovative operating concepts for both golf and the restaurant.
- Outline a plan for operations, management and maintenance of the entire golf course, pro shop, maintenance buildings, all other golf course buildings, restaurant building, restaurant furnishings, golf course maintenance equipment and restaurant maintenance equipment.

### Golf Course Basic Standards of Operation

The Consultant shall ensure the following at a minimum:

- Tee times are easily scheduled by the public at the Pro Shop, calling the Pro Shop and can be scheduled online any time
- Prices for all greens fees, golf cart fees, pull cart fees, and range balls are prominently always displayed in the Pro Shop
- Information on passes, leagues, lessons, etc., is readily available

- Weather conditions for the duration of play from each tee time is provided verbally
- Pace of Play is appropriately monitored and maintained
- Score cards, pencils, etc., are readily available

#### Restaurant/Banquet Operation

- The Consultant shall operate the restaurant and banquet rooms/event space and monitor sales and concession areas. The restaurant must be open during the hours of operation and all days that the Golf Course is open. The restaurant must offer a breakfast and lunch option for golfers and twilight hour dinner option Mondays through Thursdays. Full Dinner Service must be provided Friday, Saturday, and Sunday at a minimum, on all days when the golf course is open. The Consultant may propose more hours of operation and alternative operation concepts for city consideration, but the proposal must meet the minimum requirements of this section.

#### Restaurant and Pro Shop Food and Beverage Service

The Consultant will describe in its proposal what type of food it intends to provide to comply with the expectations of the restaurant operations section of this RFP. Food must be provided for all expected patrons including options for youth patrons. The restaurant will also provide to-go items such as water and snacks and hearty snacks for golfers that are mid-way through golfing or similar. Beverages shall include commonly requested non-alcoholic beverages and alcoholic beverages for restaurant patrons and golfers.

The Pro Shop may also sell pre-packaged to-go food and beverage with a long-shelf life such as water, gum, and similar.

#### Banquet Services

The Consultant shall include an operation plan for the banquet rooms/event center 7 days per week, or any day that the golf course is open, including holidays, if any, for breakfast, lunch, or dinner hours. Banquet rooms must be available to the public for rent at market rates and with variable rates to attract weekday use. The Consultant must provide verifiable analysis that pricing, and availability is comparable or better than other similar facilities in the greater north bay area and specifically within Sonoma County. Cost should not be at the high range of the market unless approved by City Council. The Consultant is encouraged to provide unique and interesting options for city consideration to attract use of the banquet facility.

### Golf and Restaurant Operation of Sales

- The Consultant shall provide all Golf and Restaurant Management software and hardware and must accurately report the following monthly; Accounting Management, CRM, Electronic Tee sheets, Event Management, Gift Card Management, if any, Inventory Management, Lessons Scheduling, Membership Management, Payment Processing, Payroll Management, and Point of Sale (POS) transactions.

### POS Software and Hardware

The Consultant will provide fully integrated software and hardware to offer full services at the Pro Shop and the Restaurant and banquet rooms.

### Internet and Wi/Fi Services

The Consultant will provide for internet and Wi-Fi, telephone, cable, satellite and other similar service utilities at its sole cost.

### Business Plan

Prepare a Year One Business Plan subject to the City's approval. The Business Plan must include but is not limited to the proposed business overview, analysis of competitive golf courses, customer analysis, operations, management team, financial analysis and forecast, marketing, sales, promotion, advertising, and golf development programs. The Plan will also provide for the strategic operations for conducting business in the first year of operations. The Consultant shall also update the Business Plan annually.

### Golf Course and Grounds Maintenance Equipment and Material Plan

The Consultant will prepare and provide and plan as part of their proposal to outline the golf course and ground maintenance equipment and materials use plan. The Consultant shall keep and maintain the entire golf course facility grounds and golf course and all appurtenances thereto in good and neat order. This includes, without limitation, routine maintenance, predictive maintenance, and preventative maintenance of the entire golf course facility, including all grounds. See Attachment 0 for a map showing all maintenance areas. The Consultant shall include in the Scope of Services a plan to provide for regular maintenance of the entire golf course and all grounds.

The Maintenance Plan must provide information for disposal of unwanted vegetation, natural products such as sand and mulch, including dead trees and stumps. It is not acceptable to stack, pile or hold onto any unwanted debris on site. Any minor equipment, parts or other items utilized in the maintenance of the golf course and grounds that must be disposed of immediately when no longer in use or needed for golf course and grounds maintenance. The Consultant may not stack, hoard, or dispose of debris on-site.

Every piece of maintenance equipment and material utilized must have a dedicated location that does not interfere with the aesthetics of the golf course.

#### Golf Course and Grounds Maintenance Expectations

The Golf Course and all property grounds shall always be maintained to the standard of a first-class daily fee golf course. Ground landscaping is kept free of weeds and dead plants are replaced in-kind or substituted with City approval. All Grounds and golf course must be free of trash.

The Consultant shall maintain the property and the golf course in accordance with accepted and the most current Golf Course Superintendents Association of America (GCSAA) standards and Professional Golf Association of America (PGA) guidelines.

#### Golf Course Irrigation, Pumps and Wells

Refer to Attachments 0 (Sirius Golf Study) for specific detailed review and listing of the Golf Course irrigation equipment, including irrigation pumps and wells. The Consultant is responsible for ALL irrigation maintenance and repair, including lateral and main line breaks, valves, sprinkler heads, controllers, and all other parts of the irrigation system above and below grade.

The Consultant shall maintain the irrigation system in a manner that prolongs the useful life of the entire irrigation system. The irrigation equipment shall be kept in good repair, functioning properly, and continually in conformance to all related codes and regulations. An annual preventative maintenance program shall be performed on the irrigation system, including pumps each year. The irrigation system is over fifty (50) years old and major systems malfunctions are a regular part of irrigation maintenance.

The Consultant is responsible for all maintenance and repair of holding pond pumps, well pumps and wells and any other part of component of the wells and pumps system. The holding pond pumps are in poor condition but are fully operational. The City is in the planning stages for a capital improvement project to remove the holding pond and pump system in replace of a new water well and holding tank or ponds. The well project is expected to be complete in approximately 2-3 years. Until the well project is complete the existing holding pond pumps will not be replaced and therefore the Consultant must maintain the pumps in the best working order possible.

All electrical issues for any irrigation equipment including valves and controllers, pumps and all other electrical based equipment on the golf course is the sole responsibility of the Consultant to troubleshoot and repair.

#### Utilities and Refuse Service and Repair

Water Supply: The City is responsible for all Water and Sewer Utilities costs, including irrigation water until such time as a separate water meter can be provided between the golf course and Galvin Park. The Consultant will comply with all City of Santa Rosa and State implemented water restrictions related to drought. The Consultant will make every effort to conserve water on the golf course and in the restaurant. The Golf Course Management Operator is responsible for managing all repairs to the irrigation and water supply lines.

Electrical and Gas: Electrical and Gas Services are to be provided and funded by the City via PG&E. However, any monthly electrical and gas invoices over the Tier 1 level will be subtracted from the Consultant's Annual Incentive. The city will repair any main conduit electrical repairs needed for service to the buildings and within the buildings. Electrical issues related to any golf course equipment is the sole responsibility of the Consultant for repair.

Refuse: The City has a franchise agreement for refuse disposal and therefore the City will provide for the same refuse service that is currently provided. The large refuse bin for the restaurant must be kept within the outside storage area of the restaurant except on the day(s) when the refuse service will collect. The Refuse bin may not be rolled out the night before and in the following day after pick-up, instead it must be within the outside enclosure at the restaurant building except on the day of refuse collection.

#### Golf and Restaurant Capital Improvements

The city shall be responsible for all major capital improvements. (See Attachment 0 for a full list of all known capital maintenance) The City will make every effort to schedule construction activities to be in the off-season and hours least utilized by golfers and restaurant patrons to the extent possible.

#### Staffing

The Consultant shall have and retain control over the employment and discharge of all persons assisting in the performance of its services. The Consultant shall be solely responsible for all matters relating to wages, hours of staff work, working conditions, and payment of employees, including compliance with all State and Federal laws related to social security, payroll taxes and withholdings, unemployment compensation, and all other requirements related to staffing. The Consultant shall be responsible for its own acts and those of its subordinates, employees, and any/all subcontractors during the Term of the BVGC Management Agreement.

All professional staff must be clearly identifiable and present in a neat and clean manner.

The Consultant may consider employing current golf operations and maintenance staff and resumes of staff that may be interested will be provided in hard copy only at the mandatory site visit and will not be provided electronically. The Consultant is in no way responsible for employing any of the current golf operator's staff. This information is provided for reference only and convenience only. The City has no responsibility related to the current operator's staff.

#### Control of Play and Golf Marshals

The Consultant shall appoint a staff member to be responsible for the pace of play on the Golf Course and ensure players commence play at their scheduled tee times. The Consultant will ensure that Golf Marshals are always available at hours and days of peak play and when there are more than three groups in back-to-back tee times. The consultant shall set rules of play, regulating the use of the Golf Course and golf carts.

### Golf Professional

The Consultant shall employ on a full-time basis an experienced golf professional for its operations at the Golf Course. The Golf Professional shall be a licensed Class A-1 member of the PGA. Submit evidence of this staff member within 30 days of Council approval of the Consultant Agreement.

### Golf Tournaments and Leagues

Host at least two tournaments each year open to anyone for the purpose of encouraging and promoting participation in the sport of golf. The Consultant will coordinate tournament dates with the City to provide the maximum outreach for participation.

### Sub-Contracting

The Consultant shall not subcontract, assign, or delegate any/all or substantially its duties, obligations or service(s) that are to be performed under the Consultant agreement without prior written approval of the City of Santa Rosa. If, in the event, that the City of Santa Rosa approves of any such subcontracting, assignment or delegation, the Consultant shall remain solely responsible for managing, directing, and paying the subcontracted services to the standards established within this Scope of Services and the Consultant's Agreement for BVGC Management. Any consent given shall not be construed to relive the Consultant of any responsibility for performing its obligations of the BVGC Management Agreement.

### Merchandise

The Consultant will have authority to make decisions regarding the type and quantity of all golf merchandise available in the Pro Shop. The Consultant must not overstock the Pro Shop with merchandise but must also provide a fully stocked merchandise section. The Consultant shall provide a wide variety of golf merchandise for purchase or rent that is sufficient to provide commonly needed and quality merchandise.

The restaurant may also provide merchandise so long as the merchandise can be continuously monitored by staff.

### License and Permits

The Consultant shall obtain all necessary licenses and permits for the operation of the Pro Shop, Restaurant, and banquets rooms. An electronic copy of all permits and licenses shall be provided to the City within three business days of receipt.

The Consultant will immediately apply for a license from the Division of Alcohol and Beverage Control (ABC License) to sell alcohol sufficient to supply a full bar. The City will assist with the application for the ABC License but the Consultant is responsible for initial payment and annual renewal fees. A copy of the application to request a Liqueur license must be submitted to the City within on or before July 1, 2022.

Consultants must be eligible to obtain a liquor license to operate a full bar with a wide variety of liquor, beer, and wine. Consultants must submit a statement within their proposal verifying their ability to meet the requirements to obtain a Liquor license from the Division of ABC.

The city will hold the Bay Area Air Quality Control Management District permit for use of the fuel station in the maintenance yard. The Consultant will provide for and maintain all other required permits and licenses to maintain and manage supplies necessary for all golf course maintenance and janitorial operations.

#### Building Condition and Minor Improvements

The Consultant shall be responsible for any costs which are reasonable and necessary to provide daily maintenance of all building interiors and exteriors in at least their condition at the time of Council approval of the BVGC Management Agreement. If, in the event, that the Consultant desires to improve the interior or exterior, the Consultant must receive approval, in writing from the City. Upon City approval, the Consultant may make minor alterations to improve and or change the aesthetics of the building interior or exterior such as signage, change of material of any part of the building or exterior or attachment of any new object or feature, including drapery, display cases, art, or anything that would be considered a change to the aesthetics of the building in any way. Any approved minor alteration shall be provided at the sole expense of the Consultant.

#### Signage

The Consultant shall produce signage that is always prominently displayed in the Pro Shop with the following information: Greens fees, golf cart rental fees, pull cart rental fees, range ball fees, rain check policy, tee time policy and refund policy. The City of Santa Rosa shall have the final approval of all signage that includes the City of Santa Rosa logo, including text. Any signage displayed anywhere on site must comply with the City of Santa Rosa's Policies regarding non-discrimination.

#### Golf Carts

The Consultant shall take over the current golf operator's golf cart lease until October 2022. Prior to the expiration of the golf cart and maintenance lease, the Consultant shall renew the existing golf cart lease agreement or seek a new golf cart and maintenance lease or purchase its own golf carts and provide for its own maintenance. The Consultant's responsibility is to ensure at least sixty (60) golf carts are available each day for use by golf patrons. The Consultant must always ensure continuity of golf carts when open to the public.

The Consultant shall provide for the daily cleaning and charging of the golf carts and coordinate with the golf cart company for any needed repairs. It is the Consultant's responsibility whether leased or not to ensure that the carts are clean, sanitary, charged, perform well in all directions, and are undamaged (seats, body, dents etc.).

#### Special Events

The Consultant shall provide options for providing special events at the BVGC, either outdoor or within the banquet/event space. Currently, prior to the restrictions of the County Health Order related to the

pandemic, the BVGC operators held concerts and movies to attract addition exposure to the golf facility. These events were very successful and once the County Health Order restriction regarding large gatherings is lifted, the Consultant shall provide options of a concert, movie and/or similar large events throughout the year.

### Transition Plan

The Consultant must include a preliminary transition plan and schedule for implementation of services which shall outline the key implementation steps from Council approval of the BVGC Management Agreement on or before June 7, 2022, through and including opening full operations to the public as required in the Scope of Services and the RFP. The Consultant shall provide a more detailed and comprehensive transition plan upon notification that staff will recommend approval of the Consultant's proposal with their Scope of Services to City Council, expected on or before April 8, 2022. The current operator must vacate the Pro Shop by July 1, 2022. The expectation is that the Consultant possibly shadow the current operator after approval of their Agreement to manage the BVGC by Council on or before June 7, 2022. The Golf Course will close for three to five days while the Consultant prepares to open services to the public. These dates are subject to change if there are unanticipated issues. The Consultant shall include in their proposal any/all potential contingencies as well as any/all assumptions or expectations placed on the City of Santa Rosa. Again, the City's key goal is to have less than 5 days without golf tee times available and all Consultant Transition Plans must conform to this goal or provide information for an alternative plan that meets or exceeds these minimum requirements for a transition plan.

### **Financial Scope of Services – Cost Proposal**

The Financial Scope of Services must be provided as a separate document than the main proposal. See the General Instructions for Cost Proposal Submittal.

- Provide a monthly fixed management fee for the Consultant to perform the Scope of Services to the highest level of service.
- Brief description of pro forma operating costs, debt services and revenue projections.
- In addition, estimate the probable annual cost to the City for the following services and any services identified within this RFP and the Scope of Services not listed here:
  - Golf operating expenses including all labor, cart lease, supplies, internet/WiFi services, professional services and other leases or expenses necessary for the operations, excluding the management monthly fixed management fee, web site development and hosting, brochures and media and marketing expenses
  - Golf Pro Shop estimated annual cost to stock goods to be sold
  - Restaurant and banquet rooms expenses including labor, variable expenses for food supplies, janitorial services, leases for materials and supplies, utilities, internet/WiFi services

- and minor building maintenance, web site development and hosting, brochures and media and marketing expenses
- Golf Course and grounds maintenance expenses including labor, utilities, repair, materials, supplies and equipment,
  - Tournaments and Special Events
  - One-time operating costs
  - Any other additional annual costs to the City not yet identified in the RFP but necessary for providing high-quality service to the golf community, excluding major capital expenses.