



**Request for Proposals  
For  
Pro Shop Concessionaire  
and/or  
Adult Golf Instructor  
At  
Meadowbrook & Executive Golf Courses  
Parks and Recreation Department  
Rapid City, South Dakota**

## **I. Introduction**

### **A. Submission of Proposals and Deadline for Proposals**

The City of Rapid City, owner of Meadowbrook and Executive Golf Course, is hereby accepting proposals and qualifications for a pro shop concessionaire and/or Adult Golf Instructor at Meadowbrook and Executive Golf Courses located at:

**Meadowbrook Golf Course, 3625 Jackson Blvd., Rapid City, SD 57702**

**Executive Golf Course, 200 12th Street, Rapid City, SD 57701**

Five (5) copies of your letter of intent to propose in its entirety, must be signed by an authorized representative of the company submitting the proposal, enclosed in a sealed envelope addressed to the following, and **received by the City no later than 10:00a.m. on Friday, January 25, 2008** at the address below:

***City of Rapid City  
Finance Officer  
300 Sixth St.  
Rapid City, SD 57701***

***Attention: Meadowbrook & Executive Concessionaire Proposal***

### **B. Proposer's Responsibilities**

The responsibility for determining and obtaining the full extent of all information needed to respond to the Request for Proposal (RFP) rests with the proposer. Whether delivered by mail or by personal delivery, the proposer assumes the responsibility for having the proposal deposited on time at the location specified above. Only proposals received by the correct time and date will be opened. Proposals should be typed and as concise as possible.

All proposals and accompanying documentation shall become the property of the City of Rapid City. All RFP's are subject to the Public Disclosure. Proposals may not be submitted by facsimile transmission or other telecommunication or electronic means. Failure to submit a proposal by the deadline specified will result in rejection of the proposal. Submission of a proposal constitutes your acceptance of the procedures, evaluation criteria and other instruction of this request for proposal.

Time extensions will not be granted. You may withdraw your proposal at anytime before the deadline for proposal submission.

### **C. Proposer's Questions**

All questions concerning the RFP shall be raised prior to herein described time and date. All questions must be in writing and should be addressed to Jerry W. Cole,

Director of Parks and Recreation Department, 125 Waterloo, Rapid City, SD 57701 or may be faxed to (605) 394-5226.

Except as provided in Section IIC questions asked of the City must be in writing. **Questions will not be accepted after 4:00 p.m. on Thursday, January 10, 2008.**

**D. City's Responsibilities**

The City reserves the right to change the submission deadline or to issue amendments to the RFP at any time or to cancel or reissue the RFP at any time without penalty. The City reserves the right to reject any and all proposals and to waive minor irregularities. Further, the City is not liable for any costs incurred by the proposer including but not limited to the costs for the preparation of the RFP and attendance at any conference or pre-submittal meeting.

The City will not be responsible for any error or omission in information provided, nor for the failure to proposer to determine the full extent of the effort necessary to provide the requested services.

**E. Proposer's Representative**

Each Proposer must appoint an individual with authority to represent the proposer for this RFP. Include the following information in your letter of intent to propose:

Name of Proposer Representative, Title, Name of Company, Address, Telephone Number, Fax Number and Email Address.

**II. General Information**

**A.** The City of Rapid City Parks and Recreation Department manages and operates the Meadowbrook and Executive Golf Courses. All golf operations are operated under an "Enterprise Fund" system, meaning that the golf operations must be supported by the revenues generated at the golf course. The course is maintained by the Parks and Recreation staff.

**B. Purpose and Terms of Contract**

The City is interested in entering into a contract with a company, team or individual who would assume the concessionaire responsibilities and/or the adult lessons and clinics for the facilities at Meadowbrook and Executive Golf Courses.

The City will continue to own the buildings, maintain the grounds and real property. The contract term could be for a maximum of five (5) years, or a mutually agreeable shorter term, with the City having the option of renewing the contract for a maximum of four (4) additional years.

### **C. Proposer's Walk-Through Inspection**

The City's Parks and Recreation Department will hold a pre-submittal meeting for all interested parties. This will include two (2) Parks and Recreation staffed walk-through inspections of the facilities at Meadowbrook Golf Course at the designated times and dates below. It is strongly recommended that all Proposers attend one of the walk-through inspections listed. All questions must be presented at the time of the walk-through and there will be no further opportunity for a formal walk-through with Parks and Recreation staff. An effort will be made to record and share with all persons receiving this request for proposal, the questions and answers discussed verbally during the walk-through. Except as provided herein, questions asked of the City must be in writing and responses will be shared with all persons attending or receiving this proposal.

**Questions will not be accepted after 4:00 p.m. on Thursday, January 10, 2008.**

**Walk-Through Dates:**

**January 11, 2008 – 10:00 am**

**January 12, 2008 – 10:00 am**

### **D. Golf Course Description**

Meadowbrook Golf Course is an 18-hole championship course, located at 3625 Jackson Boulevard, Rapid City, South Dakota. Executive Golf Course is a 9-hole executive course located at 200 12th Street, Rapid City.

The course offers a full service professional instructional, maintenance staff and full service Pro-Shop facility. Food and Beverage concessions are currently under another concessionaire and are not included in this RFP. Maintenance, front desk and clerical staff are currently all City employees.

The course services a growing population of nearly 70,000 residents and a greater regional population of over 150,000 capturing golfers from all over the Black Hills. Meadowbrook also hosts one of the largest Men's and Women's associations in the Black Hills and averages 30,000 rounds annually. Many of our tournament events cater to a full field of players and shotgun formats are a frequent event at Meadowbrook Golf Course as well as association league and tournament play. Most tournaments and associations provide prizes in the way of merchandise credit to the pro shop.

### **E. Green Fees**

Green Fees are established by the City Council normally upon the recommendation of the Parks and Recreation Advisory Board and Attached hereto as **Exhibit 3** are the current fees established by the City Council.

## **III. Management Options**

In response to the RFP, the City will accept only proposals for the following:

#### **A. Golf Course Pro Shop Concessionaire and/or Golf Instruction**

We are inviting proposals for pro-shop concessionaire and/or golf instruction only. The City will accept proposals that include either the pro-shop concessions or the golf instruction only. The City maintains the right to award each contract individually or both together. Should the City award just one contract to either concessionaire or instructor, the City will take such action, as it deems appropriate to obtain proper assignment of the one that was not awarded.

#### **IV. Pro Shop Concessionaire**

##### **A. Primary Functions**

The City is seeking a concessionaire to maintain Pro Shop service functions for the golf course. The concessionaire must demonstrate a minimum of three (3) years of retail management in an equivalent Pro Shop operation. The concessionaire will be expected to sell golf merchandise and other golf equipment. When the course is open for play, the hours will essentially be from dawn to dusk unless closed for Christmas Day or snow or frost. The Concessionaire will not be required to be on sight but will be required to provide instruction to City staff on selling and customer services for merchandise.

##### **B. Golf Carts**

The City shall provide and maintain all golf carts and will retain all revenues associated with golf cart rentals.

##### **C. Merchandise**

The concessionaire must purchase, display, price, otherwise supply and sell to the public, golf goods, clothing, merchandise and golf equipment which shall be of good quality, selection and kept current to industry standards. Use of the City and Golf Course Logo for resale will require written permission from the Director of Parks and Recreation.

##### **D. Equipment**

The concessionaire shall be responsible for the maintenance of all pro-shop equipment (i.e. racks, display cases) supplied by the City. All equipment will be inventoried and in acceptable condition when the concessionaire commences operation. Concessionaire will be allowed to purchase or bring in other display cases and clothing racks for use in the Pro-shop. During the term of the contract, all items shall be kept clean, fully operational and show no signs of visual or structural damage.

##### **E. Janitorial**

The concessionaire shall help maintain and be responsible for all daily janitorial services in the merchandise area of the pro-shop and all pro-shop entrances. These housekeeping functions must be maintained to the Parks and Recreation standard of cleanliness. The City will provide janitorial services for the point of sale area as well as behind the desk area.

## **F. Financial System – Pro Shop**

The City shall maintain a system that accounts for all funds received at time of sale for golf related activities, merchandise and all instruction. At operator's request the City will prepare and submit accurate records of all transactions. The City shall provide receipts to customers for all goods and services sold in the Pro Shop, including all golf play. The concessionaire shall keep and maintain all required financial and activity reports (i.e. instruction, merchandise sold, clinics and workshops, etc.) in accordance with City policy and procedures while utilizing accounting procedures compatible with the City's accounting and financial system.

The City will consider alternative procedures and reports proposed by prospective concessionaires provided they ensure adequate internal controls, compliance with State and Federal Laws, City regulations and safeguard of City assets.

## **G. Customer Service – Pro Shop**

The concessionaire shall maintain customer service as a top priority. The concessionaire must provide City employees with training in public relations, how to respond to customer complaints, and questions about products, services and concessionaire's policies on return of merchandise, refunds etc. The concessionaire shall also maintain a good working relationship with the pro- shop coordinator and staff and golf maintenance staff.

## **H. Utilities**

The City will provide and pay all Utilities including all power, water, garbage and sewer services.

## **V. Instruction**

### **A. Primary Functions**

The instructor must obtain and keep current all certificates necessary (at minimum a certified teaching card) to provide adult golf instruction at Meadowbrook and Executive Golf Courses. The instructor must demonstrate a minimum of three (3) years of golf instruction experience. All merchandise and supplies necessary for instruction must be supplied by the Instructor.

### **B. Financial System - Instruction**

The City shall maintain a system of accounting that accounts for all moneys received at the time of sale and at any time be prepared to submit accurate records of all transactions. The instructor shall set the price for all instruction. Instruction shall be priced at or below the area standards. All instruction sales will be processed through the pro-shop front desk and the instructor shall keep and maintain all required financial records in accordance with City policy and procedures while utilizing accounting procedures compatible with the City financial system.

The City will consider alternative procedures and reports proposed by the prospective instructors, provided they assure adequate internal controls, compliance with State laws and city regulations and the safeguarding of City assets.

### **C. Instruction Customer Service**

The instructor shall maintain customer service as a top priority. The instructor must provide city employees with adequate information to explain to the general public about the Instructor's philosophy of teaching golf lessons. Any employees the instructor hires to help teach lessons must maintain a neat appearance, exercise good public relations skills, respond to customer complaints and questions, have good manners and conduct themselves in a high standard that is acceptable to the Parks and Recreation Department. The instructor shall also maintain a good working relationship with the Parks and Recreation golf operations staff.

### **D. Instruction Expectations**

Through a public lease relationship of city property, the City of Rapid City intends to seek an instructor relationship with an individual or entity to provide instruction by the way of lessons, clinics and workshops to golfers, tournament groups and visitors of the course during all course operating hours. The City is desirous in providing the following at Meadowbrook and Executive Golf Courses:

- Adult and Youth Private Lessons
- Adult Only Group lessons
- Specialized Clinics for Men's and Women's Meadowbrook and Executive Associations
- Player Workshops open to the public
- Golf equipment demos and demo days

**E. Pricing:** The City is committed to a pricing policy that maintains a competitive and reasonable private or group rates compared to local activity.

**F. Public Opportunity:** The course is believed to enjoy a good reputation with its patrons, as well as the general public. It is, therefore, important to maintain and advance existing relationships, as well as new ones, towards the provision of a high level public service, as well as affordable instruction and service to the general public.

**G. Limitations:** The instructor will have exclusive right to teach within the boundaries of the Meadowbrook and Executive golf courses. (Exceptions will be made for youth group lessons which the City will furnish through the Recreation Division.)

**H. Taxes:** The Instructor will be expected to pay and keep current all Federal, State and City taxes applicable to the teaching operation.

**I. Sub-Leasing:** The Instructor will be prohibited from transferring ownership or sub-leasing the merchandise or teaching concession/ facility agreement without written approval from the City.

**J. Insurance:** The Instructor will be required to provide all liability and property insurance associated with the merchandise and instruction concession agreement and operation as specified in the agreement with the City.

**K. Records and Audit:** The Instructor shall keep a record of any and all earnings, receipts, fees, commissions and any income whatsoever growing out of the merchandise operation and of said teaching instruction and any activity conducted thereon, in accordance with the generally accepted accounting procedures.

**L. Advertising and Signage:** Instructor is solely responsible for all advertising, and signage associated with the promotion of merchandise and instruction business. On site, the Instructor will provide for signage and prices required to market effectively.

**M. Name of Merchandise and Instruction Concessions:** The Instructor must present the name of the business to be advertised for final approval. The Instructor may use the name of the Golf Course with written approval of the City.

**N. Cash Received and Payments:** All sales of merchandise and instruction will be run through the City's financial system and collected by the City. At the end of each month, sales for that month will be totaled and paid out to the Instructor via City check, less percentage of gross sales retained by City.

## **VI. Golf Concessionaire and Instruction Proposal Requirements**

Proposals are to be prepared on standard 8 1/2" x 11" paper. Foldouts containing charts and oversize exhibits are permissible. The pages should be placed in a binder with tabs separating the major sections of the proposal. Proposals in response to this RFP must be submitted in the format specified below. Proposals must include:

**A.** Cover Letter signed by the proposer's representative authorized to make contractual obligations.

**B.** Table of Contents

**C.** Executive Summary: A high level overview of your approach and the distinguishing characteristic of your proposal.

**D.** Proposer Background Information

1. Name and address of legal entity submitting the proposal.
2. Name and address of principal officers and all owners of 10% or more of the proposer.



3. Legal status of proposer organization i.e. corporation, partnership, sole proprietorship.
4. Description of proposing organization including size, longevity, client base, areas of specialization and expertise, and any other pertinent information in such a manner that the proposal evaluation may be reasonably formulate an opinion about the stability and financial strength of the organization.
5. Disclose any and all judgments, pending or expected litigation, or any other real or potential financial reversals which might materially affect the viability or stability of the proposing organization or warrant that no such condition is known to exist.
6. Describe ownership of proposing entity.

#### **E. Contract Performance**

If the proposer has had a contract terminated during the past five years, all such incidents must be described. Submit full details of all terminations experienced by the proposer during the past five years including the other party's name, address and telephone number. Present the Proposer's position in the matter. If no such terminations for default have been experienced by the proposer in the past five years, the proposer must warrant such.

#### **F. Reference List**

1. A representative list of current and former clients for whom you have provided professional golf instruction or sales in the past five (5) years, including:
  - a. Name and address of client(s) and nature of business.
  - b. Contact persons and phone numbers.
  - c. Size of operations.
  - d. Number of years of service with client.
2. Current banking reference, including:
  - a. Name of financial institution
  - b. Contact person(s) and phone numbers.
  - c. Number of years affiliated.
3. Provide a credit rating and name the rating service. (The City of Rapid City may, at its option, contact any of the above or other known clients of yours for references.)

**G.** A description of your experience for the last three (3) years as it relates to the operation of merchandising and/or instruction. Please include specifics regarding the course or business name, location, operation, and size activity level etc. and any other relevant information.

**H.** A detailed description of how you would provide **merchandise and instruction operations** for Meadowbrook and Executive Golf Courses. Include any staffing levels for instruction you might need, your customer service philosophy and

experience. Discuss your concepts and ideas regarding the following golf related items:

- Professional and Regional Amateur Tournaments
- Merchandising
- Promotion and Marketing
- Golf Instruction
- High School Programs
- Youth Golf Programs
- Complimentary Rounds
- Golf Leagues
- Men's and Women's Club Events
- Special Events
- Other

**I.** Provide a detailed description of your experience and philosophy on the adult golf program, teaching, clinics, promotions, structure and activities.

**J.** Provide examples of your past performance in identifying and solving problems at golf facilities.

**K.** Provide copies of your pro-forma golf operating income statements for the next five years. Include any standard reports, forms and or systems that you have utilized or would utilize in the golf business such as revenue and expense budgets of comprehensive activity reports on instruction given or merchandise sales.

**L.** Describe the types of internal control procedures you would institute for safeguarding city assets.

**M.** Provide resumes of principal persons, who would be fulfilling the duties of merchandiser and instructor.

## **VII. Compensation Requirement**

**A.** Provide a detailed description of your proposed compensation structure including the return to the City under your proposal. Such a description should include a budget and anticipated revenues and expenses for these operations.

## **VIII. Optional Information Requirements**

In addition to the foregoing, the City will also consider the following:

**A.** Copies of your business financial statement reports or income tax statements for the past five years. The report should include a balance sheet and income statement. Also include any other standard reports you have utilized in the past such as revenue and expense budgets.

**A.** Present information of importance not otherwise provided for in the required proposal format.

## **IX. Selection Process**

**Deadline for Proposals: All proposals must be received at the Finance Office, 300 Sixth Street, Rapid City, SD 57701 no later than 10:00 AM on Friday, January 25, 2008; any proposal received after that time will be rejected.**

Committee Review: A select committee will review Concessionaire Candidate qualifications and rank them using the following general factors, as well as other information contained in the respective proposals:

**A.** All proposals will be reviewed to determine compliance with the requirements as specified in the RFP. Only proposals which in the opinion of the review committee, meet the requirements of the RFP, will be further evaluated.

**B.** Proposals which pass the preliminary review will be evaluated on how well the proposal meets the needs of the City of Rapid City as described in the Proposer's response to each requirement listed in the RFP. It is important that the responses be clear and complete so that the evaluators can adequately understand all aspects of the proposal.

**C.** The City will evaluate proposals using a committee. The committee will review all written proposals that meet the minimum requirements. As a result of this review, the committee will select what it deems to be the top proposals for further review. The proposers submitting the top proposals shall make a presentation to the review committee. This presentation should cover at a minimum, all points identified under Sections V, VI, VII, and VIII as applicable. Presentations will be evaluated as well. Further, as part of the presentation, the City of Rapid City reserves the right to request additional financial information from those Proposers making presentations.

**D.** A final decision will be made by the Selection Committee and will be forwarded to the City Council of the City of Rapid City. The City Council will authorize the Director of Parks and Recreation along with the City Attorney to negotiate a contract with the selected proposer. If authorized by the City Council, staff will attempt to negotiate a contract with the selected proposer. If staff is unable to negotiate a contract deemed satisfactory, the Mayor can terminate the process or attempt to negotiate with another proposer.

**E.** The award of a contract by the City Council to the successful proposer will be notice of acceptance. The award of a contract will bind the proposer to furnish the service in accordance with the information herein, responses to questions, the Proposer's proposal, other representations made, as well as all other terms and conditions of the contract in its final form.

**Cover Letter For Golf Course Merchandiser and Golf Instructor  
Concessionaire at Meadowbrook and Executive Golf Courses**

To: Director of Parks and Recreation, 300 Sixth Street, Rapid City, SD 57701

The undersigned declares that he has carefully examined the Proposal Contents. In accordance with the terms, provisions and requirements of the foregoing, the following proposal is made to the City of Rapid City for the purpose of supplying merchandise for sale at the Meadowbrook and Executive golf courses and all adult instruction, clinics, and workshop services at Meadowbrook and Executive Golf Courses.

The undersigned declares that consistent with the proposal submitted with this cover letter, it desires to enter into an agreement with the City of Rapid City, South Dakota and to provide merchandise and instructional golf services set forth in the enclosed proposal.

The undersigned is duly authorized to submit the enclosed proposal on behalf of:

\_\_\_\_\_  
Whose mailing address is

\_\_\_\_\_  
Correspondence between the City and Submitter of this proposal should be made at the address, telephone number, and person or persons named below.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date this \_\_\_\_\_ day of \_\_\_\_\_, 2007

Print Name of Submitter

\_\_\_\_\_  
Title \_\_\_\_\_

Signature \_\_\_\_\_