

Town of Mooresville, North Carolina



Request for Qualifications

RFQ No. 600-07-22

Mooresville Golf Club Operations Plan

December 10, 2021

PROPOSALS DUE:

Tuesday, January 11, 2022 - 2:00 PM

*Late proposals will be rejected

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LEGAL NOTICE
TOWN OF MOORESVILLE
REQUEST FOR QUALIFICATOINS
RFQ No. 600-07-22

The Town of Mooresville, through its Purchasing Department, is seeking qualifications from a qualified consultant team with proven expertise in golf course strategic planning to assist in developing a strategic plan and “visioning” for the Mooresville Golf Club, 205 Golf Course Drive, Mooresville, NC.

Statements of Qualifications can be emailed to the Purchasing Department at dwhitaker@mooresvillenc.gov and cc'd to preidy@mooresvillenc.gov, delivered to 413 North Main Street, Mooresville, NC or mailed to PO Box 878, Mooresville, NC 28115 **on or before 2:00 PM, Tuesday, January 11, 2022**. Statements received after that time will be rejected. This is not a formal bid; proposals will not be opened publicly.

Mooresville Golf Course Operations Plan

The Town of Mooresville reserves the right to reject any and all proposals or to waive any informalities in the proposal process, if deemed in the Town’s best interest.

The Request for Qualifications (RFQ), containing scope of services, proposal requirements and evaluation criteria will be/is available upon request from the Purchasing Department, Mooresville Town Hall, 413 North Main Street, Mooresville, NC 28115

The RFQ may be viewed and printed from the Town’s website, www.mooresvillenc.gov

Office hours: Monday - Friday (8:30am - 5:00pm)

David Whitaker
Purchasing & Contract Manager



PART 1. GENERAL INFORMATION

1.1 PROCUREMENT DESCRIPTION

The Town of Mooresville is seeking responses to the Request for Qualifications (RFQ) from Firms and Consultants with expertise in golf course strategic planning.

The purpose of this project is to develop a operations plan for Mooresville Golf Course located at 205 Golf Course Drive, Mooresville, NC. The Mooresville Golf Club Operations Plan will assist the Town with strategic planning and “visioning”, including best practice recommendations relative to operations and potential new revenue opportunities. The Mooresville Golf Operations Plan should serve as a blue print for the future of golf at the Mooresville Golf Course.

1.2 APPLICABLE LAW

This procurement will be conducted pursuant to North Carolina General Statute 143-64.31

1.3 APPROVAL

Any contract that may result from the procurement shall be subject to the approval of the Town Manager or Town Board of Commissioners of the Town of Mooresville.

1.4 INCORPORATION BY REFERENCE

All requirements, specifications, terms, and conditions described in this Request for Qualifications (RFQ) shall be incorporated by reference into any contract that may result.

1.5 TIME FOR AWARD

Any contract that may result from the procurement shall be awarded within forty-five (45) days after the proposal due date. The time for award may be extended for up to 45 additional days by mutual agreement between the Town and the most advantageous proposer.

1.6 RIGHT TO CANCEL/REJECT

The Town reserves the right to cancel this RFQ or reject in whole or in part any and all proposals if the Town determines that cancellation or rejection serves the best interests of the Town.

1.7 CONTRACT

After a Firm chosen from this RFQ and price negotiated, the Firm will be required to sign the Town’s standard contract. A sample of the contract can be found at <https://moorevillenc.gov/152/Purchasing>.



PART 2. BACKGROUND

2.1 BACKGROUND

The Mooresville Golf Club (MGC) is owned and operated by the Town of Mooresville, NC. Reconstructed in 2016 with recreation bond funding, MGC now includes 70 bunkers, 5.2 miles of concrete cart paths, a dual-sided driving range and short game practice area. The new 17,000-square foot clubhouse includes a leased restaurant, banquet space and snack area, a pro shop, and cart garage. The course is exceptionally popular with 52,421 annual rounds played in FY21 (July 1, 2020 – June 30, 2021). Due to the course's popularity, the Town understands it may be difficult to grow rounds, and it is therefore seeking an operational review to help guide future revenue growth.

PART 3. INSTRUCTIONS TO PROPOSERS

3.1 REQUIREMENTS AND SUBMISSIONS

SUBMISSIONS shall include the following:

ACKNOWLEDGEMENT – INTENT TO SUBMIT A PROPOSAL

Each firm must submit an acknowledgement or their intent to submit a proposal to David Whitaker, Purchasing & Contract Manager at dwhitaker@mooresvillenc.gov in order to receive addendums and corrections. Failure to do so will result in disqualification from submitting a proposal.

APPLICANT

Cover sheet must provide the identity of the individual partnership or team applying for the contract award. It must include the applicant's address, telephone, e-mail, and the date submitted. If the applicant is a partnership or joint venture, the proposal should specify who will act as lead consultant for contract responsibility. If the consultant intends to sub-contract any work require in the Scope of Work, the sub-Consultant(s) must be identified as well as the percentage of work to be done by the sub-Consultant(s). Sample work products of sub-Consultant(s) are required.

QUALIFICATIONS/MINIMUM REQUIREMENTS

A qualifications statement must attest to the proposer's capacity to perform the required work program. Resumes are required for all project personnel, and they should detail academic and professional work experience attesting to the capacity to perform the required work program. The principal in charge of this project must be experienced in conducting golf course operations planning.

Consultants must provide proof of at least two successful operations plans completed for golf courses and list their locations.



TEAM MEMBERS

Please provide a list of all the members of the proposed consulting team. Include educational backgrounds, professional experiences, resumes and respective roles of all team members. Please include information pertaining to the number of years and/ or projects on which you have worked with each of the persons listed. Identify person(s) with ultimate responsibility for the project. Also identify the project manager who will be the day-to-day contact person.

APPROACH TO SCOPE OF WORK

Provide in concise narrative form, your understanding of the Town's needs, goals, and objectives as they relate to the project, and your overall approach to accomplishing the project. Give an overview on your proposed vision, ideas and methodology. Describe your proposed approach to the project. As part of the project approach, the proposer shall propose a scheduling methodology (timeline) for effectively managing and executing the work in the optimum time within the 5 phases as outlined by the Town (Section 4). Also provide information on your firm's current workload and how this project will fit into your workload. Describe available facilities, technological capabilities and other available resources you offer for the project.

Additionally, the proposal should specifically address:

- Describe the proposer's understanding of golf course services and the issues commensurate to the provision of such services.
- Provide a narrative indicating full understanding of the project and related work required.
- Describe how the Golf Master Plan study will be conducted. Include project goals, anticipated outcomes, and timeframes for completion including work plan schedule after award of contract. Key provisions of the proposal should be clearly identified with timeframes.
- Identify key personnel (including sub-proposers) who will be assigned to each major task. Include a description of their prior experience with similar projects.
- A long-range vision for the Mooresville Golf Club including specific goals and priorities that incorporate all findings from each of the above components.
- A specific action plan that implements standards, guidelines, policies and recommendations of the Operations Plan. This plan should address administration and management as well as maintenance and operations for golf club development and related services.
- Include a discussion of the roles of Town staff, and firm during the study period.

PREVIOUS PROJECTS

Proposers shall describe their expertise in golf course operations plans. Included in this description should be a discussion of comparable contracts, any problems that arose, and how these problems were resolved.

PROJECT SCHEDULE

Proposers shall provide a project timeline for accomplishment of each of the elements and related work.



REFERENCES

Proposers should submit three (3) references with the following information: name of person managing your contract; name of project; name of city/ town/ entity; contact person's mailing address, telephone number, and e-mail address. Indicate the personal and/ or professional relationship between the persons listed and the consultants.

WORK SAMPLES

Proposers must submit at least two work samples of similar golf course operations plans. If you would like review samples returned, please provide a self-addressed stamped envelope and indicate so in your proposal.

CURRENT PROJECTS

Proposers must provide a list of all the current projects they will be engaged in during the time of the project.

ADDITIONAL INFORMATION

Proposers may include additional information, such as narrative summaries, business brochures, and letters of recommendation, that they deem relevant to the project and which they believe will further the competitiveness of the proposal.

INSURANCE POLICIES

The firm which is awarded the Contract will be required to provide the Town of Mooresville with a Certificate of Insurance including all of the required policies and limits as outlined in the Town's Standard Contract. The Town of Mooresville will not execute a Contract with a firm who cannot provide this Certificate of Insurance at the time of Contract execution.

3.2 PROPOSAL DELIVERY

Below please find a description of the manner in which proposals must be submitted.

DUE DATE AND TIME

Proposals shall be received by the Office of the Purchasing Agent on or before **Tuesday, January 11, 2022, at 2:00 PM.**

Any proposal received after that time will be rejected as non-responsive. It is the responsibility of each proposer to ensure their proposal packet is received on time.

ADDRESS

Proposals can be delivered to the Purchasing Department, 413 North Main Street, Mooresville, NC 28115 or emailed to dwhitaker@moorevillenc.gov and cc preidy@moorevillenc.gov.



HOURS OF OPERATION

Proposals must be delivered (if you choose to do so) during the normal hours of operation of the Town of Mooresville:

Monday-Friday: 8:30 AM-5:00 PM

COPIES

Proposers may submit one (1) original and three (3) copies of the proposal for review by the Selection Committee if your proposal is submitted in hard copies.

3.3 SIGNATURES

A proposal must be signed as follows: 1) if the proposer is an individual, by her/him personally; 2) if the proposer is a partnership, by the name of the partnership, followed by the signature of each general partner; and 3) if the proposer is a corporation, by the authorized officer, whose signature must be attested to by the clerk/secretary of the corporation, and with the corporate seal affixed.

3.4 QUESTIONS, CHANGES, MODIFICATIONS AND WITHDRAWALS

QUESTIONS

Questions concerning this RFQ must be submitted in writing to: David Whitaker at dwhitaker@moorevillenc.gov at least five (5) business days prior to the bid opening date. Written responses will be compiled and emailed to all bidders on record as having responded with their intent to submit a proposal.

CHANGES

If any changes are made to this RFQ, addenda will be issued. Addenda will be e-mailed to all proposers who have acknowledged their intent to submit a proposal.

MODIFICATIONS AND WITHDRAWALS

A proposer may correct, modify, or withdraw a proposal by written notice received by the Town of Mooresville prior to the time and date set the proposal due date.



3.5 UNFORESEEN OFFICE CLOSURES

If, at the time of the scheduled due date, 413 North Main Street, Mooresville, NC, is closed due to uncontrolled events such as fire, snow, ice, wind, or building evacuation, the due date will be postponed until 11:00 AM on the next normal business day. Proposals will be accepted until that date and time.

PART 4. SCOPE OF SERVICES

4.1 PURPOSE

The Town of Mooresville is seeking responses to this Request for Qualifications (RFQ) from firms with expertise in golf course operations planning

The purpose of this project is to Assist the Town of Mooresville with strategic planning and “visioning” for the Mooresville Golf Club, including best practice recommendations relative to operations and potential new revenue opportunities.

4.2 SCOPE OF SERVICES

The project will involve the following:

Project Coordination and Kick-Off Meetings – Attend meetings and coordinate the field research phase of the engagement. Meet with Town staff to review the scope of work set forth in this proposal. The Kick-Off meeting will include an initial presentation that will outline the scope of services and project approach. This process will be repeated as needed throughout the project to discuss any necessary refinements to the scope. Conduct an on-site tour, conduct interviews with key staff and collect documentation on current standard operating procedures and 5-year historical performance (FY17-FY21).

Golf Operations Analysis and Recommendations – Thoroughly review operations at MGC to obtain the data and information required to make informed analyses and recommendations regarding future operations, and to produce cash flow projections for the facility. This phase of the study, which will include meetings with key golf course staff such as the Manager, Golf Professionals and Superintendent, will ascertain the extent to which “best business practices” have been implemented and to make overall operational recommendations aimed at improving economic performance. The analysis will include, but not be limited to, a review of:

- Rounds played by type (daily fee, member, complimentary, etc.)
- Financial results (e.g., P&L statements)
- Operating margins



- Pro Shop operations (purchasing process, effectiveness of brands and profit margin realization)
- Fees/market positioning
- Marketing, promotional and direct selling activities and strategies
- Revenue center performance (e.g., merchandising, driving range, private lessons, etc.)
- Staffing levels and requirements (golf operations and course maintenance)
- Use of technology (POS, tee time reservations, website, social media, etc.)
- Customer service policies and mechanisms (tee time reservations; refunds; replay, etc.)
- Programs in place (lessons, clubs, tournaments, juniors, etc.)
- Pace of play management
- Membership program (fees and benefits)

Market Analysis – Perform a thorough review of the public access golf market in the Charlotte, NC area. Document relevant local competition in terms of relative quality, as well as greens fees and activity level trends, to identify the appropriate price value proposition for MGC as well as any opportunities to drive additional revenues. Profile the local/regional golf supply-demand dynamic and identify demographic and economic trends that may impact continued operation of the golf course.

Assessment of Revenue Opportunities – Based on facility reviews, market analysis and meetings with Town and golf course staff, identify potential viable opportunities to increase revenues at MGC (e.g., merchandising, events, programs, new amenities). Focus on those opportunities that are most likely to have the best return on the investment in necessary resources.

Financial projections – Based on the results of the overall analysis, provide five-year rounds played and financial projections for the MGC under two scenarios – “as is” operation, and under the assumption that key operational recommendations are implemented.

4.3 PROJECT DELIVERABLES

Deliverables to the client for this project include:

- Consultant activities in-market at Town offices and at MGC, including meetings and presentations with Town staff, golf course operations staff and key stakeholder groups, as applicable.
- Interim virtual (Zoom, Microsoft Teams, or similar format) meetings/presentation(s) to discuss study progress.
- A written report containing key findings, recommendations and financial projections. A draft version of the document will be made available to the Town for review and comments. Upon authorization, an electronic version of the final report will be delivered.



- After the final report is approved, a formal PowerPoint presentation of findings will be made to the Town Board of Commissioners.

PART 5. EVALUATION AND SELECTION

5.1 MINIMUM REQUIREMENTS

All proposals will be evaluated based upon minimum and comparative criteria. The Town will award a contract for the most advantageous proposal based on consideration of specified evaluation and selection criteria. The Town may at its own discretion schedule interviews after considering the proposals.

5.2 Evaluation of Qualifications

Qualifications should include, and will be evaluated based on the entities' ability to meet the standards laid out in this RFQ as well as the following items:

- Experience with golf course operations plan development
- Qualifications package appearance, responsiveness and quality
- References from past project managers
- Geographic location of all involved parties
- Certification, qualifications, and abilities of members involved in the project

