

CITY OF ROCKVILLE
Purchasing Division
111 Maryland Avenue
Rockville, MD 20850

REQUEST FOR PROPOSAL #43-11

**MANAGEMENT OR LEASE OF REDGATE MUNICIPAL
GOLF COURSE**

EVALUATOR'S NAME: Richard Singer, NGF Consulting

FIRM'S NAME: Billy Casper Golf

1. Proposed Operations and Business Plan

COMMENTS:

Operations plan is complete and recognizes right up front that there is upside potential (growth opportunities) for RedGate. There are specific goals noted: passes, rounds, yield management, etc. These are key for good operations and the ones listed are achievable. The BCG operations plan is centered around key "touch points" in the guest experience. The plan seems professional and specific to RedGate, includes key details on POS, Internet, pace of play, etc. Tournaments are a focus, a key in this market. There is a retail plan that will use the buying power of a national company, plus promotions that are based on the needs of RedGate golfer (favorable).

Staffing:

Organization looks appropriate, but does not identify key individuals for the RedGate operation. However, BCG notes making an effort to retain existing staff. Detailed position descriptions are included and the plan notes training and the "ACE" program. The Staff plan is lean (no F&B manager) and includes:

- 3 FT salary
- 2 FT hourly
- 10-38 PT

F&B:

F&B vision is outstanding with a note about banquets and other non-golf events.

Marketing:

The sample marketing plan hits all key elements and is appropriate for RedGate. It hits all the key modern elements (email, internet, social, etc.) and has strong elements for player development, women in golf, youth programs, etc., including the BCG rewards program.

Maintenance:

Golf course maintenance plan very specific and will meet the City's criteria. BCG talks about a maintenance plan that is environmental / green, and notes experience with Audubon Society which is positive for Rockville.

2. Operating Experience

COMMENTS:

The senior staff is clearly well qualified with the appropriate experience. I am familiar with many of these individuals, all with outstanding reputations in the golf industry.

BCG notes having 20+ facilities in the region including several municipalities; many of which I am familiar or have consulted directly with. BCG has a strong reputation for performance in municipal golf.

One specific facility noted on the list is Falmouth, MA, which I toured and met with key people back in 2009. This is a lease-type arrangement that has worked well for the Town of Falmouth and involved some BCG capital investment. The example / references provided include a show of actual before BCG and after BCG results.

3. Financial Reporting and Accountability

COMMENTS:

The submission includes an annual budget plan, which is appropriate for RedGate. Cost controls are an area of key emphasis. All reports can be made available to the City upon request. The "standard" is a monthly report, although I did not see a sample in this submission.

4. Capital Improvement Plan

COMMENTS:

Under a lease arrangement, BCG is committed to 2.5% of revenue for capital improvements. BCG is proposing to add the tournament pavilion, on course restroom(s), range enhancements and clubhouse improvements. Also, they will acquire new carts and seek to take over City maintenance equipment until replacement is needed, then invest \$150,000 in upgrading equipment.

If management contract, then City is responsible for capital expenses, but the list and priority defined by BCG is appropriate for RedGate.

ADDITIONAL COMMENTS:

Overall very professional with all elements addressed.

Company has reputation for delivering on proposals.

Several specific muni examples out there to review.

No RedGate team identified, but BCG has a reputation for retaining existing employees.