

**REQUEST FOR PROPOSAL - GOLF COURSE CONCESSION – PARADISE VALLEY  
SERIAL PR10-03 -RFP**

- Purpose: This document defines the basic services required, the proposal procedures; the evaluation criteria; and other factors pertinent to this Request for Proposal (RFP). The purpose of this RFP is to select a proposer (“Selected Proposer” or “Contractor”) to manage, operate, maintain and improve an existing golf course concession (“Concession”) and expand on this concession on property owned by Maricopa County as part of the Maricopa County Regional Parks System. The Proposer will furnish all labor, materials, equipment, permits and insurance to perform the tasks required. The Concession shall be operated as a year-round operation.
- Release  
Date: **October 15, 2009**
- Location: Maricopa County Regional Parks, Maricopa County Arizona, is hereinafter referred to as “County” or “Parks.”
- Proposal: Shall be a submission pursuant to the terms of this RFP by a qualified entity (“Proposer”) and shall consist of a proposal to manage, operate, maintain and improve an existing golf course concession known as Paradise Valley Golf Course.
- Forms: Copies of the Request for Proposal may be obtained from County at Maricopa County Parks and Recreation Department 234 N. Central Avenue, Suite 6400, Phoenix, Arizona 85004, Phone: (602) 506-2930, or by downloading from the Website at [www.maricopa.gov/parks](http://www.maricopa.gov/parks).
- Pre-Proposal: A **Mandatory** Pre-Proposal Conference will be held at the Paradise Valley Golf Course, 3505 E. Union Hills Drive, Phoenix, AZ 85024 at **9:00 a.m. (Mountain Standard Time)** on **Tuesday, November 17, 2009. Proposals from non-attendees will not be considered.** Potential Proposers should meet at the appointed time. Parks and Recreation staff will make a brief presentation and questions will be answered. If requested by attendees, copies of oral and written questions and responses will be sent to all attendees. **Please bring a copy of the RFP with all Exhibits and Appendixes.**
- RFP Costs: *Proposers are not entitled to recover any Proposal preparation costs or other costs or damages.*
- Due Date: Proposals are due at the Maricopa County Parks and Recreation Department, 234 N. Central Avenue, Suite 6400, Phoenix, AZ 85004, not later than **3:00 p.m. (Mountain Standard Time)** on **Wednesday, December 23, 2009. Late Proposals will not be accepted.**

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All Proposals must be submitted in the format identified in the RFP. The Maricopa County Board of Supervisors reserves the right to reject any and all Proposals.

All inquires relative to this Solicitation should be directed to the Contract Administrator of Maricopa County Parks and Recreation Department, (602) 506-3998.

All Proposals are to be sealed, signed, and marked: **Golf Course Concession – Paradise Valley– Serial PR10-03-RFP** and submitted to:

**Maricopa County Parks and Recreation Department  
Attn: Contract Administrator  
234 N. Central Avenue, Suite 6400  
Phoenix, Arizona 85004**

**ATTENDANCE IS MANDATORY AT THE PRE-PROPOSAL CONFERENCE**

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**1.0 INTRODUCTION.**

**1.1 Scope and Intent.**

- 1.1.1 Maricopa County, Arizona, through its Parks and Recreation Department, hereinafter known as “County” is soliciting proposals from qualified proposers to meet basic services which encompass the management, operation, maintenance and improvement of an existing golf course concession (“Concession”) known as Paradise Valley Golf Course (“Complex”) in order to continue to provide the recreation opportunities currently available through Maricopa County Regional Parks. By definition, the Complex consists of, although not all inclusive, such things as all property, facilities, amenities, utilities, landscaping and equipment currently located, or in the future located, on the grounds comprising of the golf course concession. At present, County, through a Concessionaire, operates the Concession. That Agreement will terminate on February 25, 2011. The intent of County is to continue operation of the Concession, as part of the Maricopa County Parks and Recreation Department (“Parks”), through a Selected Proposer. The Selected Proposer would be responsible for the continued management, operation, maintenance and improvement of the existing concession. The golf course concession would be a “for profit” concession of which the Selected Proposer would charge the public a fee for the services provided, from which a portion of revenue would be returned to the County in the form of a fee payment. The Concession shall be a year-round operation. (See **Appendix 1.1.1 – Site Map**)
- 1.1.2 A parcel currently known as the “BowTie Parcel”, part of the overall site map, is available for development as part of this RFP. The area is restricted to “Other Governmental Purposes Including Community College Purposes”; however, uses of the property directly related to operation of the concession would be considered. Such uses include, but are not limited to, pro-shop operation, driving range, maintenance facility or area for storage of golf course landscaping debris. Proposers, if interested in development of the BowTie Parcel must so indicate in their RFP response and provide the proposed development as part of their RFP response. The proposed development may be subject to approval by the Maricopa County Facility Review Committee, zoning and permitting guidelines and it is recognized that the proposed development in the RFP response may change as a result thereof. (See **Appendix 1.1.2 – Site Restriction Documents**)

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1.1.3 County is conducting a competitive selection process to obtain these services. It is the intent to use the RFP process described herein to select one qualified Proposer to provide those services desired by County. Services desired will enhance or support the recreational opportunities currently available to residents of Maricopa County. (See **Appendix 1.1.3 – Concession Operation Guidelines**)

1.1.4 In the context of this RFP, the Proposer refers to the entity seeking to provide the services required; Entity means functioning as a legal business recognized in the State of Arizona; and Concessionaire refers to that Proposer that is presented with the opportunity to negotiate a Use Management Agreement (“Agreement”) with County which is the governing agreement between the Selected Proposer and the County. *The terms of the Agreement are subject to negotiation and subject to the approval of the Maricopa County Board of Supervisors.* The purpose of this RFP is to provide notice to prospective Proposers of the general terms of the Agreement. However, the final approved and fully executed Agreement shall constitute the entire Agreement between County and the Selected Proposer and will supersede any and all terms of this RFP.

1.2 Exceptions.

Exceptions to the provisions as stated in the RFP *must be submitted in writing prior to the Pre-Proposal Conference.* Requests will have necessary supporting documentation in order for Parks to make a written determination as to the Proposer’s eligibility to participate in this solicitation. Exceptions will be reviewed by Parks. Responses to exceptions will be provided in writing prior to the date required for Proposals to be submitted. Submit exception requests to:

Maricopa County Parks and Recreation Department  
Attn: Contract Administrator  
234 N. Central Avenue, Suite 6400  
Phoenix, AZ 85004

1.3 Demographic Trends – Arizona and Maricopa County.

Over sixty percent (60%) of the State’s population lives in Maricopa County. Despite the current economic downturn, golf remains a major recreational entity within the area.

Demographics: (Source: Arizona Quick Facts from the U.S. Census Bureau) (2006)

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5 and Under	7.8%
18 and Under	26.4%
65 and Older	12.8%
Median Household Income (2004)	\$43,696
% Native Hawaiian/Pacific Island	0.2%
% White (Not Hispanic)	59.7%
% Hispanic/Latino	29.2%
% Black	3.8%
% Asian	2.4%
% American Indian/Alaska Native	4.8%

1.4 History of Paradise Valley Golf Course.

1.4.1 In 1978, County acquired from the State of Arizona, through its State Land Department, an area to be designated as a public park and recreation area. This area is the current location of Paradise Valley Golf Course. (See **Appendix 1.5.1 – Existing Concession**) The original course was designed by Jeff D. Hardin, ASGCA/Brian Whitcomb and was opened around 1970. The physical location of the course is 3505 E. Union Hills Drive, Phoenix, AZ 85024.

1.4.2 In 1986, the County entered into an agreement with the current Concessionaire for the purpose of construction, management and maintenance of a golf course concession (“Concession”). The current Concessionaire is responsible for all improvements located on the Complex of which possession will be turned over to the Selected Proposer upon execution of a new Agreement.

1.4.3 The Complex consists of an 18-hole, par 61 Executive Course, with a yardage of 4,082. The course rating is 59.2 and it has a slope rating of 88. Amenities include a pro-shop; snack bar; maintenance facility; cart storage/maintenance facility; asphalt cart paths; restrooms/potable water; driving range; and putting/chipping area. (See **Appendix 1.4.3 – Course Overview**)

A. The pro-shop, a 2,400 square foot facility, was constructed in 1985 and is comprised of office and storage space; the retail portion of the pro-shop; snack bar/food preparation area; and restrooms/changing areas for men and women. The changing areas do not contain shower facilities.

B. The maintenance facility, a 6,000 square foot facility, was constructed in 2002.

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- 1.4.4 The City of Phoenix provides potable water and sewer; electricity is provided by Arizona Public Service (“APS”); irrigation water is provided by a well owned by the County for which the Selected Proposer will be required to maintain the well, pump and associated piping/lines.
- 1.4.5 The existing irrigation system was installed around 1970 and upgraded in 1985. The Selected Proposer will be required to maintain and upgrade as required the irrigation system. Existing lakes/ponds were lined in 1995 as part of a water conservation effort
- 1.4.6 In February 2008, the County entered into an Intergovernmental Agreement (“IGA”) with the Maricopa Community College District (“District”) that allowed the District to install a netting system along the eastern common property line between the County and District to reduce chances of golf balls landing on District property with the intent of preventing potential property damage and bodily injury. To further reduce the potential property damage and bodily injury, the Selected Proposer shall be required to reorient/re-design the existing number 9 tee box, fairway and green. All costs pertaining to re-orientation/re-design, to include, but not limited to, re-design, permitting, construction and necessary signage, update to score cards, resurvey, etc. will be at the sole expense of the Selected Proposer.
- 1.4.6 For purposes of this RFP, a Maricopa County Park is defined as all land, structures, facilities and services identified in the RFP pertaining to a specific park within the system of Maricopa County parks, as well as other additional structures, facilities and services proposed and identified by the Selected Proposer and approved by the County.

1.5 Existing Concession.

- 1.5.1 The existing concession is as shown in **Appendix 1.5.1 – Existing Concession**. As a minimum, the new Concession will have the same services as offered by the current Concessionaire.
- 1.5.2 Representative round play is as stated in **Appendix 1.5.2 – Total Rounds**.
- 1.5.3 Representative revenue for Fiscal Year 2007, 2008 and 2009 is as shown in **Appendix 1.5.3 – Representative Revenue**. Fiscal Years run from July 1 through June 30<sup>th</sup>; revenue figures are representative as exact figures are proprietary.

2.0 **GOAL.**

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- 2.1 It is County's goal, through its Parks and Recreation Department, to have available to residents and visitors of Maricopa County a public golf course while remaining focused on the Parks' mission – "through responsible stewardship, is to provide the highest quality parks, trails, programs, services and experiences that energize visitors and create long-life users and advocates."
- 2.2 It is the expectation of Parks that the Selected Proposer will continue to provide golf opportunities to the general public for which the scope is set forth in **Section 1.1** of this RFP.

3.0 **TERM AND TERMINATION.**

3.1 Term.

The term for the Agreement will be negotiated between the Parks and the Selected Proposer with the potential for renewal options and if one is contemplated in the Agreement, it shall be at the sole discretion of County. However, it is anticipated that the final agreement will be up to a period of twenty-five (25) years with a proposed renewal option up to a period of twenty-five (25) years.

3.2 Termination.

- 3.2.1 As a condition of the negotiated Agreement, a clause for "termination without cause" may be considered.
- 3.2.2 "Termination for cause" will be included as part of the Agreement. Representative reasons include, but are not limited to:
- A. Respective park properties are no longer safe or useful for recreation purposes.
  - B. Regulations make continuation of the Agreement infeasible.
  - C. Unsatisfactory performance, determined by County, on the part of the Selected Proposer within the requirements of the Agreement.
  - D. Inability of the Selected Proposer and County, collectively known as "Parties" to mutually agree as to the terms and conditions outlined in renewal options, if available, within the Agreement.
  - E. The Agreement is subject to termination pursuant to A.R.S. § 38-511.

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F. The Agreement is subject to termination due to the non-appropriation of funding by the County, without any liability to County.

G. Termination of the Agreement between Parks and the agency from which Parks acquired the lands on which the golf course is located, i.e. Arizona State Land Department.

3.2.3 Upon termination of the Agreement, unless otherwise stated in the Agreement, all Selected Proposer improvements will become the property of County. In the event of conflict between the Request for Proposal and the Use Management Agreement, the Use Management Agreement shall prevail.

**4.0 RESPONSIBILITIES AND REQUIREMENTS.**

**4.1 Insurance/Liability.**

4.1.1 The Selected Proposer will be required to maintain public liability and property damage insurance in a form acceptable to the County. This will include naming the County as an “additional insured entity” on all required insurance coverage or as stipulated in the Use Management Agreement.

4.1.2 The Selected Proposer, as appropriate, will be required to carry Worker’s Compensation for statutory limits.

4.1.3 The Selected Proposer agrees to indemnify and save harmless the County or any of their dependents, agencies, officers or employees, from and against all loss, expense, damage or claim of any nature whatsoever which is caused by any activity, condition or event arising out of the performance or nonperformance of the Selected Proposer.

**4.2 Utilities.**

4.2.1 The Selected Proposer will be required to transfer ownership of meters of existing utilities; permit for; and have installed additional utilities as may be required for operation of the Complex, (i.e. water, sewer, electric, telephone and internet.) The Selected Proposer will be required to establish its own separate account and will be invoiced for payment due directly by the utility provider as applicable.

4.2.2 Non-potable water, to be used for irrigation, is provided by a well which is owned by County. Concessionaire is responsible for maintenance of the pump, well and all piping/lines. The well, based on the current Arizona

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Department of Water Resources (“ADWR”) Management Plan, is allocated 414.52 Acre Feet (“AF”) annually (Calendar Year). Annual usage for Calendar Year 2008 was 407.35 AF. An Acre Foot of water equals approximately 325,851 gallons. The intent of County is that the Selected Proposer will be required to pay for water used at the published Central Arizona Project Mechanical and Industrial (“M&I”) Contract Rate. Current pumping capacity is 1,700 gallons per minute. The Selected Proposer will be required to reimburse County for electricity used to deliver the water to the Complex at the published provider rate. Electricity (See **Appendix 1.4.4 – Utilities**). The County will submit Annual Water Usage Reports; however, the Selected Proposer will be responsible for the payment of required fees. Annual Water Usage Report Fees for 2008 totaled \$2,085.63.

4.2.3 The Selected Proposer will be responsible for all required meters, connection fees, design, permitting and plan submission fees and other associated costs.

4.3 Facility and Grounds Maintenance.

4.3.1 The Selected Proposer shall be responsible for maintenance, repair and overall appearance of the Complex.

4.3.2 The Selected Proposer shall be responsible for ensuring compliance with the Maricopa County Air Pollution Control Regulations and other environmental statutes, regulations and ordinances as they pertain to air quality and other environmental concerns.

4.3.3 The Selected Proposer shall be responsible for monitoring and maintaining control of bugs, rodents and other related issues that could adversely affect the health of individuals, animals and the environment. If such factors are present, the Selected Proposer will be required to eradicate the problem.

4.4 Construction Plans.

4.4.1 The Selected Proposer shall be responsible for the submission of concept plans, preliminary plans, final plans and “as-built” plans for any proposed development or renovation projects to the appropriate permitting and approving authorities for their review and written approval with a copy to Maricopa County Parks and Recreation Department for their comments. No construction may commence until approval is granted by the appropriate permitting and approving authorities; all permits have been acquired; and the County’s Parks and Recreation Department have approved the general concept of the Plans. County will be provided a

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copy of “as-built” plans upon completion of the development or renovation project. NOTICE IS HEREBY PROVIDED that County Parks *does not have the authority to perform technical review, permitting or issuing of Certificates of Occupancy or other final approval documents. It is the responsibility of the Selected Proposer to determine these requirements.* The Selected Proposer hereby acknowledges that the Maricopa County Department of Parks and Recreation does not have the authority or ability to issue permits or licenses as required pursuant to this RFP or subsequent Agreement or other permitting or licensing agency and the determination of whether the Selected Proposer is in compliance with the permitting and licensing requirements is with the respective permitting or licensing agency.

4.4.2 The Selected Proposer shall be required to comply with all applicable health, building, zoning, fire and safety codes; the Americans with Disabilities Act; the Architectural Barriers Act; the Uniform Federal Accessibility Act; and the Arizona Native Plant Law. The Selected Proposer, at their expense, shall be responsible for the completion of all applicable environmental studies and for the obtaining of all applicable permits and licenses.

4.4.3 The Selected Proposer shall be responsible for all costs associated with the planning; permitting; new construction and Complex improvements.

4.5 Environmental Compliance.

4.5.1 Current Status.

The Selected Proposer will not be accountable for any adverse environmental impacts which are the result of the current Concessionaire. If the Selected Proposer activities result in adverse environmental impacts, the Selected Proposer will be fully accountable for any resulting site assessment and clean-up cost required to restore the property.

4.5.2 Regulated Uses and Disposal.

A. The Selected Proposer, as part of the RFP, will provide to County a complete list identifying all hazardous material or petroleum products and their approximate quantity that will be brought on to the Complex. (See **Exhibit J – Hazardous Material or Petroleum Products**) Thereafter, the Selected Proposer will be required to notify Parks only when additional hazardous materials or petroleum products are brought on site. At the expense of the Selected Proposer, the County reserves the right to deny access of any Hazardous Material(s) or to require the Selected Proposer to remove any Hazardous Material(s)

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previously brought on the Complex or caused to be brought on the Complex.

- B. Management and proper disposal of all hazardous material is the responsibility of the Selected Proposer. The Selected Proposer will agree to comply with all environmental laws and regulations and to take such other actions as may be required to protect against environmental liabilities. Any hazardous substances must be disposed of in accordance with all required laws and regulations concerning the use and disposal of such substances. The Selected Proposer will be required to keep Material Safety Data Sheets and supporting records on site for the identified materials and products. In addition, the Selected Proposer will be required to retain required documentation relating to the management and disposal of all hazardous material.

4.6 Maintenance Program.

4.6.1 County requires a high level of physical maintenance of the grounds, fencing, structures, amenities, roadsides, cart paths, signage, boundary markings, distance markings, tee box markings, etc. in order to guard against disrepair and obsolescence.

4.6.2 Incorporated into the Agreement will be a provision that the Selected Proposer shall be required to set aside a percentage of money annually and to submit for review and approval by County, an annual program and budget for the repair and maintenance of the Complex. As part of the proposal submission, the Proposer will be required to propose their percentage of money to be set aside annually for maintenance. The level of maintenance will be in accordance with the Maintenance Program submitted by the Selected Proposer and approved by County. By definition, maintenance is those activities that are completed to retain or restore an area, facility or piece of equipment in or to an acceptable condition. This percentage is to be considered an average annual amount needed for maintenance. Additional funds needed in any given year to perform needed maintenance activities are the responsibility of the Selected Proposer. Year-end balances, if any, may be carried forward to cover future maintenance needs.

4.7 Capital Improvements.

As part of the negotiated Agreement, the Selected Proposer will be required to set aside a percentage to establish a Capital Improvement Project (“CIP”) Fund. By definition, capital expenditures may include nonexpendable equipment, major renovation projects and acquisition and development of areas and facilities of a

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substantial nature. *It will not be used for on-going operating expenditures or routine maintenance.* Responsibilities for management of the CIP Fund will be negotiated as part of the Agreement; however, discussion of a CIP Fund, to include the proposed percentage, will be a requirement in response to this RFP. This percentage is to be considered an average annual amount needed for capital improvement. Additional funds needed in any given year to perform needed capital improvement activities are the responsibility of the Selected Proposer. Year-end balances, if any, may be carried forward to cover future capital improvement needs. (See **Exhibit M –Capital Improvement**) **Appendix 4.7 – Golf Course Component Life Span** provides a guide to golf course component life which was published by the American Society of Golf Course Architects (“ASGCA”). Incorporating the ASGCA guidelines, the information provided in this RFP and through a site visit as part of the mandatory Pre-Proposal Conference, the Successful Proposer should be able to project future capital expenditures of existing facilities.

4.8 Construction/Upgrade Requirements.

Subject to site constraints and development restrictions, the Successful Proposer will be required to complete the following construction/upgrade requirements. Required construction/upgrade requirements will be completed unless otherwise stated in this RFP, within a timeline mutually agreed upon between County and the Successful Proposer. This timeline will be incorporated into the final Agreement. The Successful Proposer will be responsible for all design, permitting and construction costs/fees. As part of their Proposal, the Proposers must complete **Exhibit P – Construction Timeline** as to the proposed timeline for completion for each required and additional construction/upgrade project.

4.8.1 Reorientation or re-design of the 9<sup>th</sup> fairway in order to further enhance the safety of people using the adjacent College facilities. This requirement shall be completed within the first twelve (12) months of the Agreement’s Effective Date.

4.8.2 Line new lakes or ponds; re-line existing lakes or ponds in order to minimize water loss. The re-lining of existing lakes or ponds will be accomplished on a timeline dictated by the manufacturer’s suggested timeline for the existing liners or if deemed necessary due to lake or pond leakage. Re-lining of existing lakes or ponds can be incorporated as an authorized expenditure of the CIP Fund required as part of the Agreement. Lining of the lakes and ponds can be phased to spread out the cost of such upgrade.

4.8.3 Replace the existing irrigation system to incorporate state-of-the-art water conservation measures as needed. Upgrade will be accomplished on a timeline suggested by the manufacturer or ASGCA guidelines or as

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deemed necessary based upon routine maintenance. Replacement can be incorporated as an authorized expenditure of the CIP Fund required as part of the Agreement. Replacement of the irrigation system can be phased to spread out the cost of such upgrade.

- 4.8.4 Consider re-design of the existing golf course to minimize the amount of turf needed to be irrigated. County, as part of the negotiated Agreement, will be involved during the re-design and approval process.
- 4.8.5 Identify the proposed development for the BowTie Parcel (if any).
- 4.8.6 Include in the Proposal and further stated on **Exhibit P – Construction Timeline**, any additional improvements to be incorporated and considered as part of your Proposal.

**5.0 GENERAL PROVISIONS.**

**5.1 Accident Reporting.**

The Selected Proposer shall immediately report to County any event which results in the death or significant injury requiring medical transport or attention to the Selected Proposer's employees, Selected Proposer members, or members of the general public.

**5.2 Debris/Obstacles.**

Land parcels available are "as is" and the Selected Proposer is responsible to ensure that there is no debris or obstacles that can interfere with the safe operation of the Complex. The Selected Proposer is responsible, at their cost, for the removal of such debris or obstacles.

**5.3 Park Rules and Regulations.**

The Selected Proposer is responsible for ensuring that all individuals using the concession are in compliance with the County's Park rules and regulations. These rules and regulations will be included as part of the Agreement.

**5.4 Emergency Notification.**

As part of the Agreement, the Selected Proposer shall be required to provide, as a minimum, names and contact numbers of a primary and alternate Point-of-Contact. This information will be retained by County for emergency notification.

**5.5 Emergency Evacuation Plan.**

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The Selected Proposer shall be responsible for the development of an Emergency Evacuation Plan. The Emergency Evacuation Plan will be provided to County's Parks and Recreation Department for review and approval.

5.6 Compliance with Laws.

5.6.1 The Selected Proposer will agree to comply with all applicable federal, state, County, Parks and city statutes, laws, ordinances, rules and regulations as they pertain to the construction, management, operation and maintenance of the concession.

5.6.2 Equal Opportunity Employment Requirements.

The Selected Proposer shall not discriminate against any employee or applicant for employment because of race, age, handicap, disability, color, religion, sex, sexual orientation or national origin. The Selected Proposer shall comply with Title VI and Title VII of the Federal Civil Rights Act; the Federal Rehabilitation Act; the Age Discrimination in Employment Act; the Americans with Disabilities Act of 1990; A.R.S. §41-1461 *et.seq.*; A.R.S. §41-1492 *et.seq.*; 29 U.S.C. §721 (Section 504); and Arizona Executive Order 75-5 which mandates that all persons shall have equal access to employment opportunities.

5.6.3 Immigration Reform and Control Act of 1986 (I.R.C.A.).

The Selected Proposer shall understand and acknowledges the applicability of the I.R.C.A. The Selected Proposer shall agree to comply with the I.R.C.A. and Arizona statutes, in the performance of this Agreement and, upon request, permit the County to inspect personnel records to verify such compliance.

5.6.4 Employer Sanctions Law.

A. The Selected Proposer shall warrant that it is in compliance with all federal immigration laws and regulations that relate to its employees and their compliance with A.R.S. § 41-4401, subsection A;

B. That a breach of a warranty under subsection A above shall be deemed a material breach of the contract that is subject to penalties up to and including termination of the contract;

C. That the contracting government entity retains the legal right to inspect the papers of any Selected Proposer or subcontractor employee who works on the contract to ensure that the Selected

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Proposer or subcontractor is complying with the warranty provided under subsection A above and that the Selected Proposer agrees to make all papers and employment records of said employee(s) available during normal working hours in order to facilitate such an inspection;

- D. That nothing herein shall make any Selected Proposer or subcontractor an agent or employee of the contracting government entity.

**5.6.5 Verification Regarding Compliance with A.R.S. §§ 35-391.06 and 35-393.06, Business Relations with Sudan and Iran.**

- A. Selected Proposer shall certify that it does not have scrutinized business operations in Sudan or Iran. The Selected Proposer shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract.
- B. The County may request verification of compliance for any Selected Proposer or subcontractor performing work under the Contract. Should the County suspect or find that the Selected Proposer or any of its subcontractors are not in compliance, the County may pursue any and all remedies allowed by law, including, but not limited to: suspension of work; termination of the Contract for default; and suspension and/or debarment of the Selected Proposer. All costs necessary to verify compliance are the responsibility of the Selected Proposer.

**5.6.4 The golf course concession will be open to the public and otherwise enhance public recreational uses. No person shall be denied use of the golf course concession because of race, sex, age, handicap, disability, color, religion, sexual orientation or national origin.**

**5.7 Recovery of Costs.**

Proposers are not entitled to recover any Proposal preparation costs or other costs or damages associated with the preparation of this Proposal including, but not limited to, the event Parks withdraws the RFP; the event the County does not make an award; County fails to successfully negotiate an Agreement; or County awards the Agreement to another Proposer.

**5.8 Proprietary Information.**

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The Proposer must clearly identify items to be considered as “proprietary” information and that they do not want this information to be part of the public record. **This request must be made in writing and submitted prior to Parks receiving the Proposal.** Requests identifying proprietary information received after receipt of the Proposal will not be accepted and information submitted will become part of the public record. County will make a determination as to accepting or declining the Proposer’s request. County agrees to take reasonable care to protect any proprietary information identified by the Proposers received as part of their RFP response. As a general guideline, only financial information will normally be considered proprietary and then only if requested by the Proposer. Requests for proprietary consideration must be sent to:

Maricopa County Parks and Recreation Department  
Attn: Contract Administrator  
234 N. Central Avenue, Suite 6400  
Phoenix, AZ 85004

5.9 Rejection of Proposals.

If determined to be in the best interest of County, County reserves the right to reject any and all Proposals received in response to this RFP.

5.10 Reports.

Reporting and retention pertaining to financial records and attendance reports will be outlined in the Agreement.

6.0 **FEES.**

During the term of the Agreement, the Selected Proposer will be required to pay County a fee as agreed to in the Agreement. (See **Exhibit K – Fee Schedule**)

7.0 **RFP GUIDELINES AND PROCESS.**

7.1 General.

7.1.1 Modifications.

County may institute changes or modifications to the RFP specifications and if done so, will notify all participants by an addendum to this RFP.

7.1.2 Negotiation.

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Aspects of the Agreement, unless restricted by the RFP, are subject to negotiation.

**7.1.3 Proposal Withdrawal.**

If at any time prior to the selection of the Selected Proposal a Proposer decides to withdraw their Proposal, that Proposer is requested to give written notice to Maricopa County Parks and Recreation Department, Attn: Contract Administrator, 234 N. Central Avenue, Suite 6400, Phoenix, Arizona 85004.

**7.1.4 Award Consideration.**

Consideration for award will only be made to Proposers whose Proposal best meets the criteria stated in the RFP; for Proposers who can best demonstrate the knowledge and resources necessary to commit and succeed with the Proposal submitted; that there has been no previous contract performance issues with Maricopa County or its Parks and Recreation Department; and who demonstrate the required qualifications and experience to succeed with the golf course concession.

**7.1.5 Incorporation of the Proposal into the Agreement.**

The contents of the RFP and the Selected Proposer responses are incorporated, in total, into the final Agreement. Where the Agreement is in conflict with the RFP or response, the Agreement will control.

**7.1.6 Financial Status.**

A. County reserves the right to require the Proposer to provide County with unrestricted access to their financial records. All Proposers shall make available, upon request, current audited financial statements that reflect the assets and liabilities of the Proposer. This is required in order to determine if the Proposer has adequate resources to manage, operate, maintain and improve the Complex. Failure or refusal to provide this information within five (5) business days after requested, County may find this to be sufficient grounds to reject a Proposal.

B. If this is a new business entity created for the purpose of responding to this RFP, then the following information must be made available upon request:

(1) Names and addresses of all individuals with a five percent (5%) or more interest in outstanding shares or ownership interest.

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- (2) Financial statements of each individual identified above.
- (3) Tax returns for three (3) years for each individual identified above.
- C. By submitting a Proposal in response to this RFP, the Proposer agrees to provide County, in writing, with any relevant information requested if the Proposer becomes involved as a debtor: **(Exhibit H – Litigation, Claims or Judgments)**
  - (1) In a bankruptcy proceeding.
  - (2) In a reorganization, dissolution or liquidation proceeding.
  - (3) If a trustee or receiver is appointed over all or a substantial portion of the property of the Proposer under federal bankruptcy law or any state insolvency law.
- D. County reserves the right to take any action available to it, if it discovers a failure to provide such information.

7.1.7 Competition, Non-Collusion and Conflict of Interest.

The Proposer expressly warrants and certifies so as not to foster a non-competitive business environment:

- A. That neither the Proposer, its employees, or associates, either by themselves or through an LLC, partnership, corporation, or any other entity, currently possesses any commercial interests adjacent to or near a Maricopa County Park that will compete with major recreational amenities currently being offered.
- B. That neither the Proposer nor its employees or associates has directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in conjunction with this Proposal.
- C. That the Proposer is not under any contractual or legal obligation or impediment which could or would conflict with the duties and obligations that will be imposed upon a Selected Proposer to manage, operate maintain and improve the existing golf course concession for the benefit of County and the users of the golf course concession.

7.1.8 Public Record.

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In accordance with the Maricopa County Procurement Code, all information submitted relating to this Proposal, *except for proprietary information identified prior to Proposal submission*, will become part of the public record upon the Parties signing and the Board of Supervisors formally approving an award (Use Management Agreement).

7.1.9 Inquiries.

Should there be a discrepancy, omission, or any questions pertaining to the RFP, notify the Parks and Recreation Department's Contract Administrator in writing, at the address below, **not later than 15 - days prior to the date for receiving Proposals**. As such, the latest date and time for submitting requests for addenda shall be on **December 8, 2009 at 5:00 p.m. (Mountain Standard Time)**. **Maricopa County or Parks is not bound by any oral statements or representations**. All questions concerning the interpretation of this document shall be in writing and addressed to:

Maricopa County Parks and Recreation Department  
Attn: Contract Administrator  
234 N Central Avenue, Suite 6400  
Phoenix, AZ 85004

7.1.10 Award of Agreement.

- A. The award of any Use Management Agreement will include the evaluation criteria listed in the RFP.
- B. The Evaluation Selection Committee may select one (1) Proposal for the concession advertised, i.e. golf course concession, along with any "Add Alternate Proposals" for Parks and Recreation Department staff to negotiate and finalize the Agreement.
- C. The Proposer selected by the Evaluation Selection Committee must negotiate a final Agreement with Parks within sixty (60) days of selection. *An extension of this sixty (60)-day period may be granted, in writing, by County through its Parks and Recreation Department.* Parks will negotiate only with principals or agents of the disclosed principals that are expressly designated in writing by the Selected Proposer.
- D. If the negotiation process does not produce a final Agreement with the primary selected Proposer, Parks will negotiate with the

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Evaluation Selection Committee's alternate selections under the same constraints and in order of preference.

*E. The final Agreement may include modifications to the extent necessary, without significantly changing the Scope of the Proposal, to arrive at a mutually acceptable Agreement between County and the Selected Proposer. Any deviations from the proposed Agreement, or any alternative or special conditions required by the Selected Proposer, should be clearly stated in the Proposal submitted.*

F. The Agreement will be forwarded to Maricopa County Board of Supervisors for final approval.

7.2 Instructions for Preparing the Proposal.

7.2.1 Proposers are to provide one (1) original and five (5) copies of their Proposal. All copies will be clearly marked as to being an original or copy.

7.2.2 Proposers are required to provide one (1) CD of their Proposal with the original document.

7.2.3 Proposers are to address Proposals, identified with title and return address, to:

Maricopa County Parks and Recreation Department  
Attn: Contract Administrator  
234 N. Central Avenue, Suite 6400  
Phoenix, Arizona 85004

7.3 Format and Content.

7.3.1 The Proposal submitted must be specific and complete in every detail. Proposals will be all-inclusive; they should be practical; prepared simply and economically; and provide a straightforward, concise delineation of how the Proposer will satisfactorily perform the services being sought. The Proposal must clearly delineate the intention of the Proposer as to the specifics of their Proposal.

7.3.2 All Proposals will follow the general format listed below; will be tabbed; and each copy will be presented in its own 3-ring binder.

A. Table of Contents.

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B. Short introduction and summary as to how the Proposal will accomplish the scope and intent of this RFP.

C. Narrative.

Provide a narrative as to all aspects of the Proposal. As a minimum, items to be discussed in detail are:

- (1) How will the golf course concession enhance the other recreational opportunities provided throughout the Maricopa County Regional Parks' system? Identify the "target audience" to whom the golf course concession will be directed.
- (2) Elaborate on the uniqueness of your Proposal.
- (3) Identify any special areas, issues or concerns to be considered by the Evaluation Selection Committee that may affect the negotiation of a successful Agreement. Examples of these areas include, but are not limited to: past performance on a similar contract, financial considerations, operational concerns, demographic concerns, health or safety concerns.
- (4) Elaborate on your experience with the permitting and planning process with Maricopa County and the City of Phoenix.
- (5) A summation as to why your Proposal should be selected.

7.4 Exhibits to be Included.

Proposals will include the following Exhibits.

**Exhibit A - Contact Person** - Provide the name and address of the Proposer for purposes of notification or other communication relating to the Proposal. Proposals must be signed by a business entity official who has been authorized to make such commitments.

**Exhibit B - References** - Provide three (3) governmental agencies or private firms with whom you have conducted business transactions during the past three (3) years. At least two (2) of the references named are to have knowledge of your debt payment history.

**Exhibit C - Principals** - Enumerate, in detail, the duration and extent of the business experience of the principals pertaining to golf course concession management, operation, maintenance and improvements. You are encouraged to

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include photographs, videos or any other graphic presentations to further demonstrate your experience with “like” complexes.

**Exhibit D - Operations Plan** - Describe in detail your operations plan. Include hours of operation, days of operation and number of months per Calendar Year that the Concession will be open; proposed fees; number of persons working at the Complex and their job functions. Be sure to include the major programs or services you intend to provide; describe any participation in community-sponsored events (e.g. special events for disadvantaged children).

Clearly identify your projected operational date of the golf course concession after the Effective Date. The Effective Date will be February 26, 2011 or upon approval by the Board of Supervisors, whichever is later.

**Exhibit E - Marketing Plan** - Provide information describing how you intend to market the golf course concession. This statement should provide Parks with a clear understanding of any unique qualities of the Proposal.

**Exhibit F - Demonstration of Environmental Excellence** - Describe the experience of your organization in demonstrating excellence in environmental protection including preservation principles, methods, and techniques. Include knowledge of environmental laws as they apply to operation of the golf course concession.

**Exhibit G - Additional Services** - Describe any additional services or programs which you desire to provide.

**Exhibit H - Litigation, Claims or Judgments** - Provide detailed information of any type of litigation, judgments, claims, or governmental investigations (previous or pending) involving any principal, participant, individual financial backer or investment group, or legal business entity associated with this Proposal.

**Exhibit I - Previous Performance on County or Parks Agreements** - Provide a brief summary of your past performance and evaluation on any prior departmental or closely related County or Parks agreements.

**Exhibit J - Hazardous Material or Petroleum Products** - Provide a detailed list of all hazardous material or petroleum products and approximate quantities of each to initially be brought on site.

**Exhibit K - Fee Schedule** - State your proposed fee schedule to be paid to County Parks.

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**Exhibit L - Maintenance Program** – Describe, in general, your overall maintenance program for the golf course concession, to include proposed percentage of Adjusted Gross Receipts to be set aside annually for the maintenance program. Provide Parks with a clear understanding of your maintenance strengths and any other unique qualities of the Proposal.

**Exhibit M - Capital Improvement** - Describe in detail your proposed plan for addressing capital improvement items. Include the annual percentage of adjusted gross receipts projected to set aside for capital improvement. As part of the Proposal, include a list of the proposed capital improvements and their anticipated timeline for completion.

**Exhibit N - Financial Plan** –

- (A) All Proposers shall make available, within five (5)-days of being requested by County, current, audited financial statements that reflect the assets and liabilities of the Proposer. This is required in order to determine if the Proposer has adequate resources to operate, maintain and improve the golf course concession. Failure or refusal to provide this information may be sufficient grounds for County to reject a Proposal.
- (B) If this is a new business entity created for the purpose of responding to this RFP, then the following must be made available upon request:
  - (1) Names and addresses of all individuals with a five (5%) percent, or more, interest in outstanding shares or ownership interest.
  - (2) Financial statements of each individual identified above.
  - (3) Tax returns for three (3) years for each individual identified above.
- (C) Include a financing plan specifying how the golf course concession will be financed. Also include documentation supporting the internal availability of equity funds to finance any part of the golf course concession not financed with debt. Documentation should specifically include identification of possible lenders and terms; audited financial statements from the Proposer and joint venture partners; and copies of relevant corporate or individual income tax returns.

**Exhibit O - Cash Flow Analysis Pro-Forma** – Modify, as appropriate, and complete the cash flow analysis pro-forma.

**Exhibit P – Construction Timeline** – Detail the anticipated timeline for initial planning, permitting and construction of the required and proposed improvements

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to the golf course concession, which includes the reorientation of the 9<sup>th</sup> fairway, required improvements and capital improvements (inclusive of the BowTie Parcel).

**7.5 Evaluation and Approval Process.**

Proposals will be evaluated by an Evaluation Selection Committee. The evaluation and approval process is comprised of the following steps:

Step 1: Review of all Proposals for conformance to this Request for Proposal.

Step 2: The elimination of all Proposals which deviate substantially from the basic intent of the solicitation and notification to Proposer of such elimination.

Step 3: An evaluation of the remaining Proposals. County may retain a consultant to assist in evaluating the Proposals.

Step 4: If required, presentation(s) of Proposals by Proposers.

Step 5: Selection of Proposal (and possible alternate Proposals) to negotiate an Agreement.

Step 6: Negotiation and finalization of the Agreement by Parks' Staff and the Selected Proposer.

Step 7: Present the Agreement to the Board of Supervisors for approval.

Step 8: Notification to non-selected Proposers after approval of the Agreement by the Board of Supervisors.

**7.6 Evaluation Selection Factors.**

The following factors or categories will be considered in the evaluation of individual proposals: (See **Appendix 7.6 – Evaluation Criteria**)

**7.6.1 Completeness of the Proposal.**

Response to RFP provisions to include the Proposer's references, experience, and presentation (if required).

**7.6.2 Development Plan.**

A. Overall concept of how the Proposal supports the County Park's mission and goal for the golf course concession. Include photographs, graphics, etc. of prior facilities.

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- B. The Proposer's timetable for development.
- C. The Proposer's plan for additional services.
- D. The Proposer's concern for environmental issues and knowledge of environmental laws.

7.6.3 Management, Operation and Maintenance Plan.

- A. Management qualifications.
- B. Operations plan.
- C. The financial strength and capability of the Proposer.
- D. The maintenance plan and capital improvements.
- E. Percentage of revenue set-aside for maintenance.
- F. Percentage of revenue set-aside for CIP.

7.6.4 Revenue.

- A. Percentage proposed to County.
- B. Annual guaranteed minimum to County.

7.6.5 Overall.

- A. Overall strength of the Proposal.
- B. Previous County or County Parks' performance.

7.7 Schedule of Events.

Unless stated otherwise in the RFP, all dates are approximate and are to be used for planning purposes only.

7.7.1 Request for Proposal Released: **October 15, 2009.**

7.7.2 **Mandatory** Pre-Proposal Conference: **9:00 a.m. (Mountain Standard Time) Tuesday, November 17, 2009** at Paradise Valley Golf Course,

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3505 E. Union Hills Drive, Phoenix, AZ 85024. **Please bring a copy of the RFP with all Exhibits and Appendixes. Please bring a business card to the Pre-Proposal Conference.** (See Appendix 7.7 – Administrative Instructions for the Pre-Proposal Conference)

- 7.7.3 Deadline for Submission of Proposals: **Wednesday, December 23, 2009.** All Proposals must be received before **3:00 p.m. (Mountain Standard Time)** on the above date at Maricopa County Parks and Recreation Department, Attn: Contract Administrator, 234 N, Central Avenue, Suite 6400, Phoenix, Arizona 85004.
- 7.7.4 Review of Proposals: **Within thirty (30) days of submission of Proposals.**
- 7.7.5 Proposer Presentation (if necessary): **Within ten (10) days of completion of review of Proposals.**
- 7.7.6 Submission of Evaluation Selection Committee's Recommendation to the Director, Maricopa County Parks and Recreation Department and the Director's concurrence or rejection: **Within ten (10) days of Proposer's Presentation and final Evaluation Selecton Committee recommendation.**
- 7.7.7 Director's Concurrence; resolution of any outstanding issues between Director and Evaluation Selection Committee: **Within ten (10) days of submission of initial recommendation to the Director.**
- 7.7.8 Negotiations completed between the Selected Proposer and County representative: **Within sixty (60) days of completion of the Director's concurrence with the Evaluation Committee's recommendation.**
- 7.7.9 Proposed Agreement presented to Board of Supervisors for approval: **Within thirty (30) days upon successful negotiation of a Use Management Agreement.**

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**PROPOSAL CHECKLIST**

**All Proposals Must Contain The Following Information:**

- Table of Contents
- Short Introduction and summary of the Proposal
- Narrative
- Contact Person (Exhibit A)
- References (Exhibit B)
- Principals (Exhibit C)
- Operations Plan (Exhibit D)
- Marketing Plan (Exhibit E)
- Demonstration of Environmental Excellence (Exhibit F)
- Additional Services (Exhibit G)
- Litigation, Claims or Judgments (Exhibit H)
- Previous Performance on County or Parks Agreements (Exhibit I)
- Hazardous Material or Petroleum Products (Exhibit J)
- Fee Schedule (Exhibit K)
- Maintenance Program (Exhibit L)
- Capital Improvement (Exhibit M)
- Financial Plan (Exhibit N)
- Cash Flow Analysis Pro-Forma (Exhibit O)
- Construction Timeline (Exhibit P)

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**EXHIBIT A – CONTACT PERSON**

Proposer certifies that he has read, understands, and will fully and faithfully comply with this Request for Proposal, its attachments, and any referenced documents.

Name of Respondent Company: \_\_\_\_\_

Company's Legal Name if Different than Above: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Number: ( ) \_\_\_\_\_

Fax Number: ( ) \_\_\_\_\_

Contact Person: \_\_\_\_\_

Title: \_\_\_\_\_

Contact Person's Telephone Number if Different than Above: ( ) \_\_\_\_\_  
\_\_\_\_\_

Parent Company (If any): \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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**EXHIBIT B - REFERENCES**

List three (3) governmental agencies, or private firms, with whom you have conducted business transactions during the past three (3) years. At least two (2) of the references named are to have knowledge of your debt payment history.

**Reference No. 1**

Name: \_\_\_\_\_

Firm: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Nature and magnitude of business association, etc.:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of Proposer

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**Exhibit B – References (Continued)**

List three (3) governmental agencies, or private firms, with whom you have conducted business transactions during the past three (3) years. At least two (2) of the references named are to have knowledge of your debt payment history.

**Reference No. 2**

Name: \_\_\_\_\_

Firm: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Nature and magnitude of business association, etc.:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of Proposer

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**Exhibit B – References (Continued)**

List three (3) governmental agencies, or private firms, with whom you have conducted business transactions during the past three (3) years. At least two (2) of the references named are to have knowledge of your debt payment history.

**Reference No. 3**

Name: \_\_\_\_\_

Firm: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Nature and magnitude of business association, etc.:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of Proposer

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**EXHIBIT C - PRINCIPALS**

Enumerate, in detail, the duration and extent of the business experience of the principals pertaining to golf course concession management, operation, maintenance and improvements.

Include photographs, videos or any other graphic presentations to further demonstrate your experience with “like” complexes.

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**EXHIBIT D –OPERATIONS PLAN**

Describe in detail your operations plan. Include hours of operation, days of operation and number of months per Calendar Year that the Concession will be open; proposed fees; number of persons working at the Complex and their job functions. Be sure to include the major programs or services you intend to provide; describe any participation in community - sponsored events (e.g. special events for disadvantaged children, promoting events for persons with disabilities, “glow golf”).

Clearly identify your projected operational date of the golf course concession after the Effective Date. The Effective Date will be February 16, 2011 or upon approval by the Board of Supervisors, whichever is later.

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**EXHIBIT E – MARKETING PLAN**

Provide information describing how you intend to market the golf course concession. This statement should provide County with a clear understanding of any unique qualities of the Proposal.

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**EXHIBIT F – DEMONSTRATION OF ENVIRONMENTAL EXCELLENCE**

Describe the experience of your organization in demonstrating excellence in environmental protection including preservation principles, methods and techniques. Include knowledge of environmental laws as they apply to operation of the golf course concession.

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**EXHIBIT G – ADDITIONAL SERVICES**

Describe any services or programs which you desire to provide. This is an expansion of what was previously provided as part of **Exhibit D – Operations Plan**.

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**EXHIBIT H – LITIGATION, CLAIMS OR JUDGMENTS**

Provide detailed information of any type of litigation, claims, judgments or government investigations (previous or pending) involving any principal, participant, individual financial backer or investment group, or legal business entity associated with this Proposal.

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**EXHIBIT I – PREVIOUS PERFORMANCE ON COUNTY OR PARKS CONTRACTS**

Provide a brief summary of your past performance and evaluations received on any prior or closely-related County, County Parks or other department or agency contract or agreement.

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**EXHIBIT J – HAZARDOUS MATERIAL OR PETROLEUM PRODUCTS**

Provide a detailed list of all hazardous material or petroleum products and approximate quantity of each to initially be brought on site.

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**EXHIBIT K – FEE SCHEDULE**

Provide the proposed fee schedule payable to County as to whether it will be a percentage of revenue; guaranteed minimum amount; combination thereof; etc.

Describe if the fee schedule is based on a percentage of revenue, how that revenue amount will be calculated, i.e. gross minus authorized exclusions (adjusted gross revenue), net (gross minus operating expenses), or combination thereof. This will be further expanded in the Agreement.

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**EXHIBIT L – MAINTENANCE PROGRAM**

Describe in detail your overall maintenance program for the golf course concession, to include proposed percentage of adjusted gross receipts to be set aside for the maintenance program. Provide Parks with a clear understanding of your maintenance strengths and any other unique qualities of the Proposal.

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**EXHIBIT M – CAPITAL IMPROVEMENT**

Describe in detail your proposed plan for addressing capital improvement items. Include the annual percentage of adjusted gross receipts projected to be set aside for capital improvement.

As part of the Proposal, include a list of proposed capital improvements and their anticipated timeline for completion.

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**EXHIBIT N – FINANCIAL PLAN**

Include a financing plan specifying how the proposed golf course concession will be financed. Also include documentation supporting the internal availability of equity funds to finance any part of your Proposal not financed with debt. Documentation should specifically include identification of possible lenders and terms; audited financial statements from the Proposer and joint venture partners; and copies of relevant corporate or individual income tax returns.

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**EXHIBIT O – CASH FLOW ANALYSIS PRO - FORMA**

Complete all aspects of this Pro forma format that apply to your proposed golf course concession for the first ten (10) years of operation. Specifics to your Proposal will need to be inserted under the major subsections such as Revenue, Operating Expenses, etc. Standard aspects are included with each subsection. Proposer will be required to add additional entries as appropriate; complete the required Exhibit; and submit it with their Proposal.

<b>Revenue Source</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Other					
<b>Total Gross Revenue</b>					
<b>Operating Expenses</b>					
<b>Operating Expenses</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cost of Goods & Services Sold					
Salaries & Benefits					
Management Fees					
Repairs & Maintenance					
Utilities					
Insurance					
Equipment Lease & Rental					
Advertising & Promotion					
Accounting					
Taxes					

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**Exhibit O – Cash Flow Pro-Forma (Continued)**

<b>Operating Expenses</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Computers (Software, Hardware, Maintenance, Technical Support)					
Contractual Services ( Pest Control, Janitorial)					
Transportation					
Supplies (Cleaning, Office)					
Travel					
Permits/Licenses					
Other					
<b>Fixed Expenses</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Fee Payment to Parks					
Interest					
Other					
<b>Total Expenses</b>					

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**Exhibit O – Cash Flow Pro-Forma (Continued)**

Complete all aspects of this Pro forma format that apply to your proposed golf course concession for the first ten (10) years of operation. Specifics to your Proposal will need to be inserted under the major subsections such as Revenue, Operating Expenses, etc. Standard aspects are included with each subsection. Proposer will be required to add additional entries as appropriate; complete the required Exhibit; and submit it with their Proposal.

<b>Revenue Source</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Other					
<b>Total Gross Revenue</b>					
<b>Operating Expenses</b>					
<b>Operating Expenses</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Cost of Goods & Services Sold					
Salaries & Benefits					
Management Fees					
Repairs & Maintenance					
Utilities					
Insurance					
Equipment Lease & Rental					
Advertising & Promotion					
Accounting					
Taxes					

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**Exhibit O – Cash Flow Pro-Forma (Continued)**

<b>Operating Expenses</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Computers (Software, Hardware, Maintenance, Technical Support)					
Contractual Services ( Pest Control, Janitorial)					
Transportation					
Supplies (Cleaning, Office)					
Travel					
Permits/Licenses					
Other					
<b>Fixed Expenses</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Fee Payment to Parks					
Interest					
Other					
<b>Total Expenses</b>					

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**EXHIBIT P – CONSTRUCTION TIMELINE**

Detail the anticipated timeline for initial planning, permitting and construction of required and proposed concession construction and improvements to the golf course concession, which includes re-orientation of the 9th fairway, required improvements and capital improvements (to include the BowTie Parcel).

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APPENDIX 1.1.1 – SITE MAP



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**Appendix 1.1.1 – Site Map (Continued)**

*As part of the final agreement, the Selected Proposer will be required to validate the legal description and provide it to the County of which based on the information provided, the Agreement will be amended. Below is the representative legal description.*

Situated in Maricopa County Arizona:

That portion of the North half and the Southeast quarter of Section 36, T4N, R3E, G&SRB&M, Maricopa County, Arizona described as follows:

Beginning at the Northeast Corner of said Section 36, said corner being a Brass Cap in a Hand hole, thence S 00° 00' 40" E 2641.54 feet to the East ¼ corner of said Section 36; thence S 00° 02' 36" W 1322.93 feet to a point on the East section line of said Section 36; thence S 89° 59' 34" W 1319.29 feet to a point; thence N 00° 01' 31" E 1323.01 feet to a point on the Mid-section line of the E ¼ corner bears N 89° 59' 47" E 1319.70 feet; thence S 89° 59' 47" W 659.85 feet to a point on the East line of Parque Vista Estates Unit 9, recorded in Book 231 page 19 M.C.R.; thence N 00° 00' 08" E 660.36 feet to a point; thence S 89° 59' 45" W 659.79 feet to a point on the Mid-section line of said Section 36, from which the North ¼ corner bears N 00° 00' 27" E 1981.04 feet; thence continuing S 89° 59' 44" W 659.54 feet to a point; thence S 00° 59' 19" W 660.34 feet to a point on the Mid-section line of said Section 36; thence S 89° 59' 47" W 1978.53 feet to the West ¼ corner of said Section 36, said corner being a Brass Cap flush; thence N 00° 03' W 391.24 feet to a point on the West section line of said Section 36 and the intersection of the South Property Line of the Paradise Valley Community College; thence N 89° 59' 57" E 1730.00 feet to a point; thence N 00° 00' 03" W 2250.00 feet to a point on the North section line of said Section 36; thence N 89° 59' 35" E 908.42 feet to the North ¼ corner of said Section 36; thence continuing N 89° 59' 35" E 908.42 feet to the Point of Beginning.

Minus:

That portion of the Northwest quarter (NW ¼) of Section 36, T4N, R3E, G&SRB&M, Maricopa County, Arizona, describes as follows: Commencing at the Northwest corner of said Section 36; thence South 00° 08' 03" East (S 00° 04' West Record) 2250' along West line of said NW ¼; thence parallel to the North line of said NW ¼, North 89° 59' 57" East (North 89° 51' East Record) 940' to the East line of the West 940' of said NW ¼ and the True Point of Beginning; thence continuing North 89° 59' 57" East to 620' to the East line of the West 1560' of said NW ¼; thence along said line, South 00° 08' 03" East 391.16' to the South line of said NW ¼; thence along said South line, South 89° 59' 47" West 620' to said East line of the West 940' of said NW ¼; thence along said East line, North 00° 08' 03" West 391.19' to the True Point of Beginning; containing 242,528 square feet or 5.5677 acres, more or less.

**Appendix 1.1.1 – Site Map (Continued)**

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Minus:

That portion of the Northwest quarter (NW ¼) of Section 36, T4N, R3E, G&SRB&M, Maricopa County, Arizona, described as follows: Commencing at the Northwest corner of said Section 36; thence South 00° 08' 03" East (S 00° 04' West Record) 2250' along the West line of said NW ¼; thence, parallel to the north line of said NW ¼, North 89° 59' 57" East (N 89° 51' E Record) 940' to the East line of the West 940' of said NW ¼ and the True Point of Beginning; thence along the East line of the West 940' of said NW ¼, South 00° 08' 03" East 391.19' to the South line of said NW ¼; thence along said South line, South 89° 59' 47" West 900' thence parallel to West line of the NW ¼, North 00° 08' 03" West 391.24'; thence parallel to the North line of said NW 1/4, North 89° 59' 57" East 900' to the True Point of Beginning; containing 352,093.5 square feet or 8.0829 acres, more or less.

Add:

A portion of the East 620' of the West 1560' of the Northwest quarter (NW ¼) of Section 36, T4N, R3E, G&SRB&M, Maricopa County, Arizona, except the North 2250' as measured along the West line of said NW ¼; said portion is described as follows:

Commencing at the West quarter corner of said section; thence along the South line of said NW ¼, North 89° 59' 30" East (N 89° 59' 47" E Record) 1560' to the East line of the West 1560' of said NW ¼ and the True Point of Beginning; thence parallel to the West line of said NW ¼, North 00° 00' 03" West 391.29' (N 00° 08' 03" W 391.16' Record) to the South line of the North 2250' of said NW ¼, as measured along the West line of said NW ¼; thence along said line and parallel to the North line of said NW ¼, South 89° 59' 31" West (S 89° 59' 57" W Record) 119.50'; thence South 01° 34' 49" West 391.44' to the South line of said NW ¼; thence along said South line, North 89° 59' 30" East 130.30' to the True Point of Beginning; containing 48,872 square feet or 1.1220 acres more or less.

*The existing golf course concession comprises approximately 94.6 acres; the BowTie Parcel comprises approximately 11.7 acres.*

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**APPENDIX 1.1.2 – SITE RESTRICTION DOCUMENTS**

**(Provided Separately)**

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**APPENDIX 1.1.3 – CONCESSION OPERATION GUIDELINES**

The desire of County is to continue operation of the golf course concession for use by the citizens of Maricopa County and its visitors. Guidelines for concession operation are stated below.

1. Must be family-oriented and not be offensive to the general population.
2. No person shall be denied use of the facility because of race, sex, age, handicap, disability, color, religion, sexual orientation, or national origin.
3. The Proposer shall conform to all applicable laws, regulations, codes, etc. i.e. immigration, health, building, and zoning and safety codes.
4. The Proposer agrees it shall not discriminate against any employee, or applicant for employment, because of race, sex, age, religion, national origin or disability.
5. The Selected Proposer shall be responsible for all costs associated with the design, planning, permitting and construction of all new improvements, new construction and utilities; insurance; well and well maintenance; utilities; and insurance.
6. The Selected Proposer shall be required to survey (if a parcel is subdivided) or resurvey (entire parcel) their respective concession site.
7. The Selected Proposer shall be required to fence their respective golf course concession site that will be in addition to current fencing, to standards mutually agreed upon between County and the Selected Proposer. The Selected Proposer will be responsible for all fence maintenance, repair and replacement, (existing and future) to standards mutually agreed upon between County and the Selected Proposer.
8. The Selected Proposer agrees to indemnify and save harmless the County or any of its departments, agencies, officers or employees, from and against all loss, expense, damage or claim of any nature whatsoever which is caused by any activity, condition or event arising out of the performance or nonperformance of the Selected Proposer.
9. The Selected Proposer shall be responsible for the establishment of policy, based upon sound business practices and insurance guidelines, pertaining to access to the portions of the golf course actively used for playing golf, by non-golfers, including, but not limited to, walking on cart paths, fishing from ponds, riding or walking with persons playing golf. The policies will pertain to hours of operation and non-operation.
10. Golf course concession improvements must be reviewed and commented on by Parks, in writing from a conceptual standpoint prior to being submitted for the formal planning and permitting process.

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11. Development of the BowTie Parcel must be reviewed and accepted by the Maricopa County Facility Review Committee.

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**APPENDIX 1.4.3 – COURSE OVERVIEW**

**Rating/Slope:**

Championship: 59.2/88  
Regular: 58.5/85  
Ladies: 57.9/85

<b>Hole</b>	<b>Championship</b>	<b>Regular</b>	<b>Ladies</b>	<b>Par</b>	<b>Handicap</b>
1	319	314	310	4	3
2	202	154	147	3	7
3	180	153	135	3	9
4	163	133	117	3	13
5	159	149	117	3	15
6	288	273	245	4	5
7	175	141	121	3	11
8	113	100	90	3	17
9	475	464	354	5	1
10	365	330	318	4	2
11	171	163	149	3	14
12	178	169	151	3	12
13	190	183	160	3	10
14	311	301	275	4	6
15	167	115	105	3	18
16	212	198	192	3	8
17	150	132	124	3	16
18	327	317	294	4	4
<b>Total</b>	<b>4,145</b>	<b>3,789</b>	<b>3,404</b>	<b>61</b>	<b>171</b>

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**APPENDIX 1.4.4 – UTILITIES**

	<b>APS - Complex</b>	<b>COP - Water &amp; Sewer</b>
<b>2006</b>	\$31,334.8 5	\$7,674.25
<b>2007</b>	\$33,311.0 7	\$11,621.1 2
<b>2008</b>	\$28,719.7 2	\$18,894.7 8
<b>January - May 2009</b>	\$13,101.7 9	\$5,474.25

**APS = Arizona Public Service**

**COP = City of Phoenix**

**Figures reflected pertain only to the Complex and not the well**

	<b>*Well (Electricity) (APS)</b>
July 2008	\$4,378.76
August 2008	\$2,326.72
September 2008	\$3,033.64
October 2008	\$2,423.29
November 2008	\$1,171.74
December 2008	\$407.00
January 2009	\$1,714.63
February 2009	\$2,081.37
March 2009	\$2,828.83
April 2009	\$3,610.28
May 2009	\$4,480.26
June 2009	\$4,888.70
<b>Total</b>	<b>\$33,345.22</b>

**\*Amounts are representative as billing dates and meter readings  
may not always coincide; pertains only to well and not Complex**

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**APPENDIX 1.5.1 – EXISTING CONCESSION**

**\* Published rates and merchandise/services available are subject to change. Merchandise/services available represent the minimum required of the Successful Proposer.**

**Published Green Fee Rates (As of 11/1/2008).**

**9-Holes:**

\$16.00 – Walking  
\$22.00 – Riding

**18-Holes:**

**Monday -Thursday:**

\$20.00 – Walking  
\$30.00 – Riding

**Friday – Sunday:**

\$27.00 – Walking  
\$39.00 – Riding

After 1:00 p.m.

\$20.00 – Walking  
\$30.00 – Riding

**Representative Merchandise/Services in the Current Pro Shop.**

1. Men's Clothing Apparel.
2. Women's Clothing Apparel.
3. Equipment Rental.
4. Golf Club Sales.
5. Ball and Glove Sales.
6. Shoe Sales.
7. Glove Sales.
8. Headwear Sales
9. Accessories.
10. Lessons.
11. Driving Range.
12. Food and Beverage Service.

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**APPENDIX 1.5.2 – TOTAL ROUNDS**

<b>Month</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
January		8,127	8,659	8,934
February		9,497	10,075	9,413
March		11,736	12,158	11,955
April		10,038	9,985	9,559
May		6,846	7,214	7,788
June		6,250	5,874	6,140
July	4,973	5,387	5,248	
August	5,089	5,094	4,929	
September	5,262	5,411	4,880	
October	4,890	5,081	5,310	
November	8,715	8,853	8,436	
December	7,976	7,820	7,394	
<b>Total</b>	<b>36,905</b>	<b>90,140</b>	<b>90,162</b>	<b>53,789</b>
Monthly Average	6,151	7,512	7,514	8,965

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**APPENDIX 1.5.3 – REPRESENTATIVE REVENUE**

	<b>Representative Revenue</b>
<b>FY 2007</b>	<b>\$1,770,000.00</b>
<b>FY 2008</b>	<b>\$1,760,000.00</b>
<b>FY 2009</b>	<b>\$1,600,000.00</b>

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**APPENDIX 4.7 – GOLF COURSE COMPONENT LIFE SPAN**

**(Provided Separately)**

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**APPENDIX 7.6 – EVALUATION CRITERIA**

<b>Evaluation Criteria</b>	<b>Maximum Points</b>	<b>Evaluator Points</b>
<b>Completeness of Proposal</b>	<b>100</b>	
Response to RFP Provisions	60	
Proposer's References	35	
Proposer's Presentation (if required)	5	
<b>Development Plan</b>	<b>350</b>	
Overall Concept - Supports Parks' Mission and Goal	125	
Timetable for Development	125	
Additional Services or Improvements Beyond Scope	50	
Environmental Considerations	50	
<b>Management, Operation and Maintenance Plan</b>	<b>350</b>	
Management Qualifications	70	
Operations Plan	75	
Financial Strength and Capability	70	
Maintenance Plan and Capital Improvements	75	
% of Revenue Proposed - Maintenance	30	
% of Revenue Proposed - CIP	30	
<b>Revenue</b>	<b>100</b>	
Proposed Fee Structure	100	
<b>Overall</b>	<b>100</b>	
Overall Strength of Proposal	75	
Previous Contract Performance	25	
	<b>1,000</b>	

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**APPENDIX 7.7 – ADMINISTRATIVE INSTRUCTIONS FOR THE PRE-PROPOSAL  
CONFERENCE**

**Date: November 17, 2009**

**Time: 9:00 a.m.**

**Location: 3505 E. Union Hills Drive, Phoenix, AZ 85024**

**Agenda:**

9:00 a.m. – 9:15 a.m.	Opening Remarks
9:15 a.m. – 10:30 a.m.	Introduction: Scope and Intent; Exceptions; Demographic Trends; Discuss RFP Highlights
10:30 a.m. – 10:45 a.m.	Questions; Answers; Clarification
10:45 a.m. – 1:00 p.m.	Site Tour
1:30 p.m. – 2:00 p.m.	Wrap Up

**Administrative Notes:**

1. Bring the RFP with all exhibits and appendixes to the Pre-Proposal Conference.
2. Bring a business card to be retained by Parks.
3. Be on time – doors will close at 9:00 a.m. and entry will be denied after 9:00 a.m.
4. On-site parking is available.