

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

FORMULATING A PROPOSAL

Refer to RFP Section V for additional information.

Proposals must address five key areas:

- A. Background and Experience
- B. Business Plan
- C. Management and Operations Plan
- D. Financial Offer
- E. FF&E, Capital Improvements, and Refurbishment Plan

These are the areas for which proposal evaluations will be based (see RFP section V)

A. Background and Experience

Minimum Qualifications

All proposals must include information to demonstrate that all minimum qualifications are met. This section pertains to the proposing entity's PAST experience and CURRENT operations, not the PROPOSED operation for this Concession.

If this is a new company, partnership, or joint venture formed for the operation of this concession, describe the background and qualifications of each of the partners or principals.

Proposals must contain ALL of the following:

1. Ownership Description

Proposers must include a response to each proposal item listed below:

- 1. Address
- 2. Length in business (in years and months)
Proposers must have at least **three years** of experience in the last five years actively operating and managing a similar business. **Include any experience in building design or major renovations.**
- 3. Type: Sole Proprietorship, Partnership, Joint Venture, Corporation or a Limited Liability Company (LLC), etc.
- 4. Size of company (includes total number of employees and annual gross revenue)
- 5. Names of persons responsible for operations
- 6. Any pending mergers (if none, so state in response to this section)
- 7. Ownership information for all proposed subcontractors

2. Description of proposing entity's experience in and knowledge of design or major renovation experience (see RFP Section V.B); providing substantial FF&E

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

for a new operation; full service (including alcohol service) restaurant operations; and maintenance of restaurant property.

Proposers must include a response to each proposal item listed below (if none, so state in response to each item below):

1. Description of similar current and past restaurant, bar, special event space design or major renovation and FF&E fulfillment
 2. Description of similar current and past restaurant, bar, special event operations
 3. Proposer's years of above experience, each
 4. Extent of any related experience
 5. Additional information that demonstrates proposer's qualifications

3. **Contracts History (include contact information for all contracts listed):**
Proposers must include a response to each proposal item listed below (if none, so state in response to each item below):
 1. List of all contracts commenced and terminated, for whatever reasons, during most recent twelve (12) months, along with an explanation of the reasons for the termination.
 2. List of all contracts which terminated during 2022, 2023, 20224, and 2025 to date, along with an explanation of the reasons for the termination.

4. **Current Operations**
Proposers must include a response to each proposal item listed below (if none, so state in response to each item below):
 1. Employee hiring, training and promotion policies
 2. Methods and controls for accounting

5. **References**
Proposers must include a response to each proposal item listed below:
 1. Business References: Provide a minimum of three (3) references with whom the proposer has conducted business to verify relevant past performance. Include names, addresses, email addresses, telephone numbers, and the scope of the business relationship.
 2. Financial References: Provide a minimum of three (3) references from banks or other financial institutions; include names, addresses, email addresses, telephone numbers, and the type of relationship (for example, checking/savings accounts, commercial loans, landlord, lessor, etc.)

If the proposing entity is newly formed specifically for this project, the documentation described above must be submitted for each principal partner of the proposing entity.

REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)

B. Business Plan

See RFP Section V.B and Exhibit K – Premises Map to formulate your concept design of the concession premises to be constructed by RAP.

Proposals must include detailed concepts for the restaurant, bar, kitchen, special event space, and other proposed areas. The design should represent the desired aesthetic of the concessionaire while meeting the objectives of the RFP and considering the diversity of patrons.

1. Themes, Décor, and Concepts

Include general themes, décor, and/or makeover styles for all areas of the operation. Artist renderings may be included but are not required. If one of the areas listed below is not included in your proposal, please indicate such.

- Restaurant and Bar
- Special Events Space / Lounge
- Outdoor Cabana Bar by Driving Range
- Halfway House
- Outdoor patio constructed by Concession Operator (optional)
- Mobile Food Cart(s) (optional)
- 9-Hole Course (optional)
- Vending machines (optional)
- Other service concepts as proposed (optional)

2. Operating hours

Indicate the hours of operation for each space. If one of the areas listed below is not included in the proposal, please indicate such.

- Restaurant and Bar
- Special Events Space / Lounge
- Outdoor Cabana Bar by Driving Range
- Halfway House
- Outdoor patio constructed by Concession Operator (optional)
- Mobile Food Cart(s) (optional)
- 9-Hole Course (optional)
- Other as proposed (optional)

3. Extent of Service to be offered and operations

Describe the extent of service and operations for each of the possible areas of operation. If one of the areas listed below is not included in the proposal, please indicate such.

- Restaurant and Bar
- Special Events Space / Lounge

REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)

- Outdoor Cabana Bar by Driving Range
- Halfway House
- Outdoor patio constructed by Concession Operator (optional)
- Mobile Food Cart(s) (optional)
- 9-Hole Course (optional)
- Vending machines (optional)
- Other as proposed (optional)

4. Menus/selection

Include a menu with prices for each of the possible areas of operation. If one of the areas listed below is not included in the proposal, please indicate such.

- Restaurant and Bar
- Special Events Space / Lounge
- Outdoor Cabana Bar by Driving Range
- Halfway House
- Outdoor patio constructed by Concession Operator (optional)
- Mobile Food Cart(s) (optional)
- 9-Hole Course (optional)
- Vending machines (optional)
- Other as proposed (optional)

5. Equipment

List the kitchen equipment and other FF&Es to be provided to fully execute the proposed concept. See RFP Exhibit E.

Upon expiration of the concession agreement all kitchen equipment and other FF&Es become property of the City. Proposers should specify any equipment that they deem should remain the Concessionaire's property at the end of the agreement term.

Describe the Point-of-Sale System to be used for this concession.

6. Equipment Maintenance

Include an equipment maintenance plan required to maintain the concession equipment during the term of the agreement.

7. Marketing

Include a sales and marketing plan targeting golfers and non-golfers, including specific programs to attract additional patrons from the general public. Include any specials, event programming, and other concepts that would be implemented to maximize food and beverage service from the restaurant, bar and special events space, and remote service locations, if approved by RAP.

List the permits and licenses that are required to operate the concession and execute the proposed plan.

REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)

8. Additional Services and/or Amenities (see RFP, end of Section II)

Suggest and describe in detail additional business activities and/or amenities that are appropriate for this concession, and subject to RAP approval.

9. Financial Projections and Planning

Complete and submit a Pro Forma Financial Statement (Pro Forma). See RFP Section V.B.2 for more information. Include any other revenue generating or service-enhancing ideas proposed for this location. Proposers should consider that this facility is located within a residential neighborhood and any planned activities should avoid noise and traffic impacts to the community.

10. Financial Capacity

Each proposer must demonstrate the financial means and resources to finance, operate, and sustain the operation as proposed, including start-up and pre-opening costs, inventory and sufficient working capital, and access to additional capital, if needed. To this end, each proposer must provide, with the submitted proposal, the following items. All items submitted are subject to verification by RAP.

A. Good Standing

Confirm: No qualified opinion in the audited financial statements, including "going concern" issues.

(By definition: In accounting, a "going concern" refers to a business that is expected to continue operating for the foreseeable future, meaning it will not be forced to liquidate or discontinue operations due to financial instability. This assumption is fundamental to financial reporting and valuation.)

B. Amount of Investment Required

State the amount of investment you will make to satisfy the objectives of this RFP and begin operations as proposed. This amount must include all start-up costs (Proposers must include a response to each proposal item listed below):

- a. Performance Deposit (Awarded proposer needs to maintain \$27,500 Performance Deposit during the term of the Concession Agreement.)
- b. Design Services (if not using City's)
- c. Build out (optional if any, as proposed)
- d. Permits, Licenses
- e. FF&E of all areas related to this food and beverage concession
- f. Capital Improvements (optional if any, as proposed)
- g. Refurbishment (midterm, as proposed)
- h. Inventory
- i. Operating Supplies
- j. Training
- k. Other (list)

C. Source(s) of Funding

Proposers must include a response to each proposal item listed below:

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

- a. Indicate whether the proposed source of funding the above amount is cash reserves, financing from a commercial lender, other sources, or a combination thereof.
- b. Of the total amount required, indicate the amount that is to be funded through each source.

D. Financial Documentation

Each proposer must provide, with the proposal, the following written verification of its ability and commitment to provide adequate funding in the amount indicated above.

(If a partnership or joint venture, the following must be provided for each of the entities comprising the partnership or joint venture.)

Proposers must include a response to each proposal item listed below:

- a. If cash reserves are to be used to fund the operation, provide the following (If no cash is to be used, so state in your response to this section):

Bank statements for the proposing entity for the twelve (12) months preceding the release date of this RFP.

If proposing entity is a public corporation, include a letter signed by an officer of the company that represents that company's finance committee or other entity (executive committee, board of directors, etc.) that has the authority to approve the expenditures.

NOTE: Such letter must be an original and must be notarized.

Copies of current credit reports/ratings of the proposing entity. If private capital is to be used, provide copies of current credit reports/ratings of the person(s) whose funds are to be used ("Current" shall mean current as of June 2025 or later).

- b. If loans are to be used to fund the operation, provide the following (if no loans are to be used, so state in your response to this section):

A copy of an unconditional, formal letter of commitment from the lender(s);

- c. Provide detailed documentation for any additional sources of funding. If no other sources of funding are to be used other than those already indicated, so state in your response to this section.

C. Management and Operations Plan

Management and Operations Plan

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

Provide responses to the following:

1 Organizational Structure

1. An organization chart illustrating the chain of command from the top of the organization to the facility management level, identifying all key personnel and their functions. If applicable, identify subtenants and their responsibilities, including which facility they will operate.
2. The corporate level management structure for the proposing business identifying key personnel, including their resumes. Describe function and location of each person in the management structure.

2 Staffing Plan

1. Resumes of key staff members must be provided to the extent known at time of submittal.
2. Description of proposed staffing requirements with a summary of duties of each position in detail as they relate to responsibilities.
3. Staff schedules illustrating proposed coverage during all operating hours, including part-time and full-time staff.
4. Activities that will be performed off-site (i.e., at corporate headquarters or regional office) or by a third-party provider. Please note that all food should be freshly prepared on site.
5. Sufficient staffing to maintain and clean shared lobby restrooms in the clubhouse after 12:30 p.m. and secure premises after hours when restaurant facilities are open after RAP staff has left the premises.
6. Description of staff uniforms and/or attire standards. Note: are subject to approval by RAP prior to commencement of operations.

3 Customer Service Plan

1. Customer Service goals and policies.
2. How customer complaints are handled and procedures for ensuring that management and personnel provide the highest quality of service.
3. Speed of service guidelines.

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

4. Quality assurance program.
5. Customer guarantees, exchange or refund policies.
6. List credit/debit cards that will be accepted. Note: RAP requires that concessionaires accept Visa, MasterCard, American Express, and Discover without minimum charge requirements. Acceptance of bank debit cards affiliated with the required credit cards is also required.
7. Types of customer service research that will be used, such as mystery shoppers or customer comment cards.

4 Employee Training

1. Describe training or education programs that will be provided to employees.
2. Describe any motivational programs and/or employee incentives.
3. Describe local recruitment plans and sources of non-management labor.

5 Facility Maintenance Plan

1. Describe plan for ongoing maintenance and repairs/replacement of for the concession premises, equipment, displays, flooring, etc. throughout the term of the agreement.
2. Provide a plan to handle deliveries, storage, trash removal and recycling.
3. Describe pest and rodent mitigation plans.

6 Sustainability

1. RAP is committed to improving environmental sustainability in our parks. We encourage items stocked on RAP property to use sustainable materials and packaging, such as paper and aluminum. The use of polystyrene (Styrofoam) and single use plastics are prohibited. The sale of individual plastic bottled water is also prohibited. Proposals which guarantee use of sustainable materials, and include a sustainable operating model, may receive additional points in the Operational category. Please see Exhibit Q for more information about sustainability and the zero-waste ordinance. State your pledge to operate under the preceding sustainability guidelines.

**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

D. Financial Offer

Complete the form (RFP Exhibit D) detailing the concession fee to be paid to the City. Refer to the RFP Section V.D for more information.

E. FF&E, Capital Improvements, and Refurbishment Plan

Complete the form (RFP Exhibit E) detailing the kitchen equipment and other FF&Es to be provided for the concession. Refer to RFP Section V.E for additional information requested.

Include any additional (optional) capital improvement projects. Examples include an outdoor patio connected to the restaurant; or improving the special events space by installing a bar and/or second kitchen to support a stand-alone lounge or casual bar for additional programming and service.

List refurbishment plans to be completed between years three and nine. Do not include any regular maintenance of the concession premises or equipment.