

## FW: Job proposal for golf course

Deby Garcia <[dgarcia@bonnersferry.id.gov](mailto:dgarcia@bonnersferry.id.gov)>

Thu 12/21/2023 8:39 AM

To: Andrakay Pluid <[apluid@bonnersferry.id.gov](mailto:apluid@bonnersferry.id.gov)>

 1 attachments (22 KB)

JOB PROPOSAL TO CITY OF BONNERS FERRY-1.docx;

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**From:** Lisa Ailport <[lailport@bonnersferry.id.gov](mailto:lailport@bonnersferry.id.gov)>

**Sent:** Wednesday, November 22, 2023 10:33 AM

**To:** Deby Garcia <[dgarcia@bonnersferry.id.gov](mailto:dgarcia@bonnersferry.id.gov)>

**Cc:** Andrakay Pluid <[apluid@bonnersferry.id.gov](mailto:apluid@bonnersferry.id.gov)>

**Subject:** FW: Job proposal for golf course

FYI

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**From:** Benjamin Staples 

**Sent:** Wednesday, November 22, 2023 10:32 AM

**To:** Lisa Ailport <[lailport@bonnersferry.id.gov](mailto:lailport@bonnersferry.id.gov)>

**Subject:** Job proposal for golf course

Hi Lisa,

Attached is a copy of the job proposal for the golf course. I will also submit a hard copy to the city. Thank you.

Ben Staplez

[Sent from Yahoo Mail on Android](#)

**[EXTERNAL]** This message originated outside of City of Bonners Ferry. Do not click links or open attachments unless you recognize the sender, are expecting something from them, and know the content is safe. Please report malicious emails to the Exbabylon Managed Service Team.

Ben Staples [REDACTED]

[REDACTED]

Jennifer Baulne [REDACTED]

[REDACTED]

P.O. Box 251

[REDACTED]

Bonnors Ferry, ID 83805

City of Bonnors Ferry, Golf Steering Committee and City Council:

My name is Ben Staples and I am applying for the Mirror Lake Golf Course (MLGC) management position along with my partner of 15 years, Jennifer Baulne. With the retirement of Ralph Lotspeich, we view this as a once in a lifetime opportunity. MLGC is a special place to many of us, a home away from home. For most of us, it is not just the “golf” but the comradery, the laughter, the memories and the lifelong friendships we encounter along the way. Being born and raised in Boundary County I have a lifetime of memories at MLGC and we would relish the chance to be the next generation creating those experiences for members and visitors alike. We would take great pride in being part of the team that maintains MLGC and work tirelessly to achieve a standard of excellence our members expect and deserve. We are encouraged to know that we have the backing from many members of the community including Dan Robertson, who managed the course for many years. Dan has offered advice and possibly services and is still licensed in pesticides. We acknowledge the scale of this commitment and the dedication it requires to be successful. As people that have spent a lifetime working directly with small business owners, the public and city staff we are acquainted with the tasks before us. We are excited by the prospect of continuing to make MLGC a successful business and an amazing experience for all who visit.

Thank you for your time and consideration

Ben Staples and Jennifer Baulne

## SUMMARY

Course improvements we would like to see include golf cart upgrades, bunker repairs, water system upgrades and some overall beautification of the course itself. We would also like to see upgrades to the clubhouse and kitchen to improve clubhouse atmosphere and make use of the clubhouse in the winter to create more revenue. We fully intend to keep Ralph's Sunday tournaments, annual events and current point system going as we believe our members enjoy it. There is so much potential at MLGC and we look forward to working with the City of Bonners Ferry and the Golf Committee to achieve these goals.

### I: SHORT TERM GOALS

#### A: GOLF COURSE AND CLUBHOUSE

1. Learn course water system/course maintenance schedule
2. Tee Snap program and clubhouse maintenance
3. Inventory (merchandise, bar, driving range, carts)
4. City reports and payments
5. Advertising and promoting Mirror Lake Golf Course
  - a) Network with vendors and other course managers to promote MLGC. Attend PGA events with our club pro to promote golf at MLGC.
  - b) Advertise online to promote golf at MLGC and in town to gain members
  - c) Sign on highway to direct traffic to golf course
  - d) Sponsor park and rec teams, donate to local sports programs as "MLGC"

e) Billboard in town or possibly in Sandpoint promoting people to golf at MLGC  
(Billboards have an 86% recall rate which is higher than any form of advertising)

f) Post league standings and tournament winners in the herald weekly  
for men's and women's leagues

g) Facebook, Twitter and Instagram are free advertising and not used currently.

6. Establish employees to work on course and in clubhouse

(Goal would be to retain some of Ralph's employees to make transition fluid)

**B: CITY OF BONNERS FERRY AND GOLF COMMITTEE**

1. Establish a solid working relationship with the Golf Committee and the City Council

2. Attend City Council meetings monthly to report revenue and any course issues or  
address any concerns that the City Council may have

3. Meet with Golf Committee regularly and/or upon request

**C: UPGRADES TO GOLF COURSE**

1. Cart upgrades and maintenance

a) Negotiate cart fleet purchase from Ralph Lotspeich (Not sure on exact details here)

b) Purchase three or four brand new and or newer carts (\$30,000) with a plan  
of upgrading the entire fleet over a 5 year period

2. Beautification of the course (flowers, shrubs, seeding, overall organization)

(This cost is hard to calculate as it all needs city approval)

3. New sand for bunkers and maintained edges

a) This cost varies based on sand quality and amount. It is important that the sand is consistent from bunker to bunker. Currently there are two or three different types of sand throughout the course

4. Upgrade driving range with better golf balls and resolve netting issue

(It is currently dangerous in fairway one and possibly a liability)

#### D: UPGRADES TO CLUBHOUSE

1. Replace carpet

2. Facelift to bar and kitchen

a) Cost based on what city approves in kitchen remodel (listed below)

3. Bigger variety of clubhouse merchandise (especially women's clothing)

a) \$8,000-\$10,000 investment to stock clubhouse

4. Slowly integrate food menu to ensure quality

5. Mixed drink menu and larger variety of red and white wines

6. MLGC sign at entry

## II: LONG TERM GOALS AND MILESTONES

### A: GOLF COURSE

1. Keep improving golf holes with Golf Committee and Friends of Mirror Lake

2. Be active in encouraging youth golf programs at the course

3. Improve driving range with a couple of raised greens for targets, nets for

chipping inside 100 yards and net for west side of driving range

4. Green roller for hardening green surface and true roll

a) Brand new these run \$15,000-\$20,000 but I would network to find used

5. Increase green fee and season pass revenue each year for the City of Bonners Ferry

Our 2024 projection would clear \$185,000 (RFP says 2022 was \$157,000)

**B: CLUBHOUSE AND KITCHEN**

1. Remodel kitchen area and install grill with hood vent

a) Remodel could cost upwards for \$20,000-\$30,000 based on city approval

2. Small scale restaurant/Sports bar

a) Develop a quality menu, promote local items on menu, promote local beer

b) New golf memorabilia on walls, upgrade seating (\$2,000-\$5,000)

3. Use kitchen and bar year round to create more revenue

4. Simulators to create winter golf and golf leagues

a) The cost is \$50,000 for one unit. Other places average \$500 per day, per simulator. This could bring in \$10,000-\$14,000/month per simulator in the winter months. We are also willing to possibly negotiate profit share from simulators with the City of Bonners Ferry based on length of contract and and or the City's participation in purchase price. While having simulators is fun and a great way to make money, there are other benefits as well.

We would offer a free two hour block every weekday for the high school team to practice in the winter months. It would also allow people to test clubs out that they are considering for purchase.

III.

### EMPLOYMENT AND WORK HISTORY

Jennifer and I are currently both employed at JRS Surveying (Family business). I have worked there my entire life with the exception of two years at Lewis and Clark State College. Jennifer has been the book keeper and secretary at JRS for the past 12 years and her skills would help tremendously in the clubhouse with payroll, expenses, taxes and city reports.

Jennifer and I also spent the summer and fall of 2023 working with Ralph Lotspeich to learn clubhouse programs such as Teesnap and Ralph's TORO hydraulic model for the water system.

I also worked with Ralph on his water usage from the ponds throughout the year, equipment maintenance and operation, aeration techniques, blowing out water lines and his fertilizer and fungicide applications. We knew Ralph would not be here in the spring so we absorbed as much of his knowledge as possible before his retirement. He has been amazing and we cannot thank him enough.

We have also secured a commitment from a PGA pro to give lessons and be around the clubhouse. His name is Mike Deprez. He has been the club pro for The Idaho Club, Stoneridge and The Elks in Sandpoint. He has some PGA events he would like us to attend with him for advertising MLGC in January and February and if awarded the position we will be fully invested. Each booth costs around \$1000. We sell merchandise and award giveaways at random times for rounds of golf. Our one condition is that if Ralph Lotspeich returns to the area that he would have the option to be the club pro at MLGC. We both respect Ralph tremendously and this was a mutual agreement.

If awarded the position we are already fully staffed and ready to go. We have talked with employees that work at MLGC currently and have commitments from both the grounds crew and clubhouse staff that they will return if we get the job.

We would like to say thank you for considering us for this amazing opportunity. We truly believe that we are the right people for this job and we would be honored and humbled to serve our community. As stated before, we recognize the magnitude of responsibility and commitment involved with this position. Time management, organization, quality customer service and a hard work ethic are imperative and we will be fully dedicated. Our love for Bonners Ferry and the people who reside here is even more motivation to be successful. We look forward to your response and working with the City of Bonners Ferry in making MLGC a profitable business and a unique experience for all who visit.

Thank you,

Ben Staples and Jennifer Baulne



## FW: Mirror Lake Contractor Application Tory Gatrell

Deby Garcia <dgarcia@bonnersferry.id.gov>

Thu 12/21/2023 8:38 AM

To: Andrakay Pluid <apluid@bonnersferry.id.gov>

 3 attachments (213 KB)

TGatrell Resume.pdf.pdf; Sergio Laube Resume.pdf; Mirror Lake Business Plan.pdf;

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**From:** Tory Gatrell <[REDACTED]>

**Sent:** Saturday, November 18, 2023 6:05 AM

**To:** Lisa Ailport <lailport@bonnersferry.id.gov>; Rick Alonzo <ralonzo@bonnersferry.id.gov>; Deby Garcia <dgarcia@bonnersferry.id.gov>

**Cc:** Lara Tyler <ltyler@bonnersferry.id.gov>

**Subject:** Mirror Lake Contractor Application Tory Gatrell

Lisa, Attached you will find the requested business plan and documents for the selection committee.

My business plan mentions how important it is to build a team of caring and experienced personnel. If I am selected, Sergio Laube will play an important role, therefore I have included his resume.

Please let me know if there is anything else you or the selection committee requires from me regarding the application.

Best regards,

Tory Gatrell

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# TORY GATRELL

PGA GOLF PROFESSIONAL

## CONTACT

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

## EDUCATION

Class A Member PGA  
Golf Business Management

PGA of America  
Palm Beach, Florida

## CERTIFICATIONS

- First Tee - Level 2 Certified
- PGA-HOPE Certified Coach
- Taylormade Certified Fitter
- KBS Shaft Certified
- Operation 36 Golf
- USGA/PGA 3 day Rules Seminar (2017, 2019)

## LANGUAGES

English | Fluent  
Spanish | Fluent

## SKILLS

Attention to detail  
High level of customer service  
Time management  
Leadership  
Communication  
Building positive relationships

## INTERESTS

Family, Golf, Skiing, Hiking,  
Surfing, Tacos

## PROFILE

Class A PGA Professional with an excellent understanding of high level customer service and a strong desire to promote and grow the great game of golf. Strong management skills with success at creating a work atmosphere where my team members can feel welcome, appreciated and perform at a higher level. My goal is to go above and beyond the needs of my clients to create a lasting impression and make them feel welcome.

## EXPERIENCE

### DIRECTOR OF GOLF

PGA RIVIERA MAYA GOLF | QUINTANA ROO, MX | 2022 - PRESENT

- \$3.9 million average in golf operations sales revenue
- Increased pro shop sales 35% from 2021
- Host for PGA Tour LatinoAmerica event
- Manage PGA Jr academy
- Annual membership increase by 28% last year
- Caddy & Rules of golf training program

### DIRECTOR OF GOLF

EL BOSQUE COUNTRY CLUB | LEÓN, GTO | 2019 - 2022

- Increased annual range ball sales by over 115%
- Host annual PGA Korn Ferry Tournament
- Implemented a Jr academy that generates an extra \$2000 per month
- Increased private lesson revenue by 85% from last year
- 250% increase El Bosque Gira Juvenil (Federación de Golf Mexicano)
- Designed/Implemented a golf etiquette program (extra income for club)
- Oversee our caddie program (included 2 caddie masters and 70 caddies)

### PROGRAM DIRECTOR

FIRST TEE | UTAH | 2017 - 2019

- Built and maintained new relationships with 5 green grass facilities
- Recruited and trained 6 new First Tee coaches and 15 new volunteers
- Managed 20 lead coaches, 15 assistant coaches, and over 45 volunteers
- Developed a new training curriculum for school teachers
- Raised over \$75,000 for First Tee Utah
- Managed website registration for 14 locations with 700+ Jr. golfers

### HEAD GOLF PROFESSIONAL

OUTLAW GOLF CLUB | PARK CITY, UTAH | 2012 - 2014

### HEAD GOLF PROFESSIONAL

VICTORY RANCH | PARK CITY, UTAH | 2010 - 2012

### ASSISTANT GOLF PROFESSIONAL

FOREST HIGHLANDS | FLAGSTAFF, AZ | 2009-2010

## REFERENCES

Sean Thornberry | Director Global Development, PGA | # (561) 568-3032  
David DeSantis | Utah Section PGA Member | Cell # (801) 824-2379  
Paul Pugmire | First Tee Utah Executive Director | Cell # (801) 860-4507

# Sergio Laube

1749 Belmont Ave SW Albany  
Oregon 97321  
503-229-9801  
sergiolaube@gmail.com

## EXPERIENCE

### **PGA Riviera Maya, Tulum Mexico — Merchandise operations manager**

October 2022 - PRESENT

- Built relations with suppliers to obtain sponsorships and event promo
- Increased pro shop sales 29%
- Streamlined operations and personnel

### **Mountain View Grand, White Field New Hampshire — proshop manager—outside service manager (summer operating season)**

April 2020 - October 2022

- Incorporated standardized procedure to enhance customer experience
- Coordinated wedding tournaments and local events
- Merchandiser for all golf operations

### **Mountain View Grand, White Field New Hampshire — golf course maintenance lead (winter, fall, spring)**

October 2020 - April 2022

- Assistant to superintendent—Course maintenance
- Serviced and winterized golf course and equipment
- Preventative and regular maintenance on all equipment

## EDUCATION

### **Oregon State University, Corvallis OR — MSB financial analytics**

September 2017 - June 2020

## PROJECTS

### **PGA Latino America Tour — personnel coordinator, Bupa championship event organizer (PGA Riviera Maya Golf)**

## SKILLS

Experience with small engines and equipment maintenance

Knowledge of high level golf establishments operations

Tee snap proficient

Relations with all major golf brand suppliers

Relations with direct golf manufacturers

## LANGUAGES

English

Spanish

# Letter of Transmittal

Tory Gatrell, PGA

[REDACTED]  
Akumal, Quintana Roo, 77776

[REDACTED]  
[REDACTED]

Aug 11 2023

Dear Members of the Golf Club Steering Committee,

I am a class A member of the PGA of America, level 2 First Tee Coach, PGA Hope certified, Taylormade fitting certified, Callaway fitting certified, KBS shaft certified fitter, USGA rules seminar semi annual attendee & fluent in Spanish.

Currently I am the GM at PGA Riviera Maya Golf Club (semi private/resort). I lead a team of 50 dedicated employees and oversee an annual average of 30,000 rounds. We accomplished a 31% surge in year-to-date merchandise sales compared to last year. I successfully introduced a new halfway house bar, achieving a 19% increase in F&B profitability. In one year I have effectively expanded our membership base from 39 to an impressive 82 by implementing a solid marketing plan. I have worked closely with our partners Troon and their golf agronomy team the past year.

Sincerely,  
Tory Gatrell

# Mirror Lake Golf Course

# BUSINESS PLAN

2024

November 18, 2023

**Prepared for:**

Bonnors Ferry City Council

**Prepared by:**

Tory Gatrell, PGA

[REDACTED]

☎ + [REDACTED]

# EXECUTIVE SUMMARY

The Mirror Lake Golf Course serves as a valuable community asset, offering a picturesque setting for golf enthusiasts of all skill levels. However, I recognize the potential for growth and I aim to elevate the facility into a comprehensive recreational destination.

My business plan outlines a strategic vision to revitalize the Mirror Lake Municipal Golf Course, transforming it into a thriving recreational hub that serves both local residents and tourists. By leveraging multiple revenue streams, implementing targeted advertising strategies, and introducing innovative proposals, my aim is to ensure the sustained growth and success of the golf course.

## KEY ACTIVITIES

Golf course, Golf leagues, Driving Range, Lessons, Academy, Restaurant, Pro shop services, Events / Tournaments

## PROPOSITION

Golfers are the key target however, not everyone is interested in 2 to 4 hours of traditional golf. We also need to target others with non-traditional golf activities. The driving range is ideal for these activities

## BUSINESS GOALS

The primary objective is to create a friendly and welcoming environment for locals and visitors while maximizing revenue from all activities at the golf facility

## MARKETING PLAN

Local partnerships, Social Media, Volunteer Opportunities, Branding Excellence

## KEY TO SUCCESS

Meeting and exceeding customers expectations. Creating an atmosphere where people feel welcomed and accepted.  
Making golf fun!!

# REVENUE STREAMS

To secure financial stability and growth, we will diversify our revenue streams through the following activities:

## Revenue Products

**Greens Fees:** Increase annual rounds through competitive pricing, membership packages, and special offers. Competitive greens fees tailored to attract both local players and tourists including discounted rates for seniors and juniors.

**Season Passes:** Continue to offer individual, couples, family, juniors and 30 day season passes.

**Cart Fees:** Rental carts, trail fees, storage shed fees.

**Pro Shop Sales:** Enhance merchandise selection and promotion to boost sales.

**Golf Lessons:** Offer personalized instruction to players of all skill levels.

**Golf Academy:** Golf Academy will provide comprehensive lessons for players of all levels. Implement youth golf programs and clinics to introduce the sport to young individuals and nurture a love for golf.

**Driving Range:** Expand the driving range offerings to include specialized clinics, workshops, summer camps, and themed events to attract a wider audience.

**Toptracer Range:** Toptracer technology tracks the flight path of golf balls and provides instant feedback on distance, accuracy, and other key metrics.

**Food & Beverage:** The focus will be on exceptional service to maximize F&B income.

**Golf Tournaments:** Organize a well-executed golf tournament that enhances the reputation of Mirror Lake Municipal Golf Course, attracts participants from neighboring regions, and generates substantial revenue.

# MARKETING

The marketing strategy aims to increase visibility, increase memberships, foster community engagement, and attract both beginners and experienced golfers. I aspire to create an integrated promotional approach that captures the attention and interest of both our valued local community and the visitors seeking memorable experiences at the golf course.

## Advertising Plan

**Branding Excellence:** Establish a brand identity with a modern logo.

**Social Media Strategy:** Leverage platforms like Instagram, Facebook, and Twitter to showcase instructional videos, player success stories, and engaging content. Encourage user-generated content, and actively engage with followers.

**Local Collaborations:** Form partnerships with local hotels, resorts, and businesses to create golf and accommodation packages that attract visitors to the area.

**Community Involvement:** Host charity tournaments, junior golf camps, and family events to integrate the course and golf academy into the local community.

**Email Campaigns:** Develop a mailing list and send regular newsletters with course updates, special offers, and exclusive promotions.

**Customer Engagement:** Launch a loyalty program offering discounts, free rounds for repeat customers.



# BUSINESS PROPOSAL

I recognize the importance of assembling a team of skilled individuals to cater to the needs of our clients and ensure the success of the business. To achieve this, I will begin with the inclusion of Sergio Laube to guarantee our success.

Creating a welcoming destination at Mirror Lake Golf Course for all residents of Bonners Ferry involves a combination of improvements, community engagement, and new products:

## 1 - Facility Enhancement

**Course Enhancement:** On site consultation with Troon agronomist 1-2 weeks per year to create an agronomic plan. Greens will be mowed on a daily basis. Invest in course maintenance, landscaping, and regular upgrades to ensure optimal playing conditions..

**Amenities:** Ensure that the golf course has well-maintained amenities such as clean restrooms, comfortable seating areas, and shaded spots for relaxation.

**Family-Friendly:** Create a family-friendly atmosphere where families are encouraged to learn the game of golf

**Outdoor Gathering Spaces:** Designate areas where people can socialize or simply enjoy the natural beauty around the golf course.

## 2 - Inclusive Programming

**Beginner-Friendly Clinics:** Offer golf clinics specifically designed for beginners, encouraging residents who have never played golf to give it a try (First Tee program possibilities)

**All-Age Tournaments:** Organize tournaments that are open to all skill levels and age groups, fostering a sense of community and healthy competition.

**Night Golf:** Host a regular weekly or monthly night golf event for golf leagues or families.

**Themed Events:** Host themed events like "Family Fun Day," "Community Appreciation Day," or "Seniors' Golf Outing" to cater to different demographics.

**Wellness and Fitness:** Partner with local fitness professionals to offer wellness programs that combine golf with exercise, appealing to health-conscious individuals.

### 3 - Community Engagement

**Workshops and Seminars:** Host workshops on golf etiquette, rules, and techniques, making it easier for newcomers to feel comfortable on the course.

**Community Partnerships:** Partner with schools, community centers, and local organizations to introduce golf to new audiences and provide educational opportunities.

**Local Collaborations:** Collaborate with local hotels, resorts, and businesses to create golf and accommodation packages that attract visitors to the area.

**Volunteer Opportunities:** Engage residents by inviting them to volunteer for maintenance projects, tree planting, or community clean-up days at the golf course.

### 4 - Cultural Awareness

**Cultural Events:** Organize events that celebrate the local culture, history, and traditions, fostering a sense of belonging for all residents.

### 5 - Affordability

**Affordable Pricing:** Offer pricing options, including discounted rates for residents, families, seniors, and students.

**Flexible Payments:** Offer flexible payment options for seasonal memberships.

### 7 - Continuous Improvement

**Regular Surveys:** Conduct regular surveys to gather feedback and insights from members, allowing us to make ongoing improvements based on their suggestions.

**Adapt and Innovate:** Stay open to new ideas and adapt our offerings based on changing demographics, preferences, and trends

### 8 - Increase Memberships

**Referral Programs:** Implement a referral program where existing members receive rewards or discounts for bringing in new members.

**Trial Memberships / Guest Days:** Host "bring-a-friend" days where members can invite guests to play for free or at a reduced rate, showcasing the course to potential new members.

# TOPTRACER RANGE

Toptracer Range is a revolutionary technology used in golf practice facilities to enhance the traditional driving range experience. It utilizes advanced camera systems and sophisticated algorithms to track the flight path of golf balls in real-time. It has unique and engaging features which can make golf more approachable and enjoyable for all golfers and is known to attract and retain new golfers

**Gamification:** The interactive games make the learning process enjoyable and help keep golfers motivated to come back and practice regularly.

**Lower Intimidation Factor:** Golf can be intimidating for newcomers due to its perceived difficulty and the fear of embarrassment on the course. Toptracer Range provides a more private and pressure-free environment for beginners to practice, helping them build confidence before venturing onto the golf course.

**Social Experience:** Many new golfers are attracted to the social aspects of the game. Toptracer Range allows friends and family members to practice together, creating a friendly and supportive atmosphere that encourages newcomers to get involved.

**Tech Appeal:** Today's generation is accustomed to technology and instant gratification. Toptracer Range aligns with these preferences, making golf practice more relatable and relevant to a tech-savvy audience.

**Memorable Experiences:** Positive experiences are more likely to lead to continued participation and word-of-mouth recommendations.

**Marketing and Awareness:** Toptracer Range's reputation for innovation and fun can attract attention from individuals who might not have considered golf otherwise.

**Revenue Potential:** Toptracer technology can attract more customers, increasing range usage and revenue through range fees, equipment rentals, and potential merchandise sales.

**Competitive Advantage:** Offering Toptracer technology sets our golf practice facility apart from traditional ranges. This unique selling point can attract golfers who are looking for a more immersive and data-driven practice experience.

**Partnership Opportunities:** Toptracer has a strong presence in the golf industry. By partnering with them, we can tap into their network and potential co-marketing initiatives.

# APPROACH

My approach to providing golf services is anchored in a strong commitment to customer satisfaction and I prioritize delivering exceptional service at every interaction. Moreover, I believe in fostering an environment that nurtures the growth and well-being of my staff.

Through my leadership style, I lead by example, ensuring I'm not only giving directives but also actively engaging in the work alongside my team. This hands-on approach fosters a culture of teamwork and mutual respect, ultimately driving us toward our shared goals. A leader who gets their hands dirty and is unafraid to assist in various tasks reinforces the unity within the team and sets the stage for success.

Recognizing the underutilized potential of most driving ranges, my vision is to seize this opportunity and transform it into a thriving focal point. My vision extends beyond the traditional confines of a golf course. Understanding the diverse interests of a community, I am enthusiastic about a range of events. These will span from outdoor movie nights to summer camps and obstacle courses. By embracing such inclusive activities, we hope to captivate the interest of not only avid golfers but also residents who may not have previously considered themselves part of the golfing world. This strategy fosters an environment where golf aficionados and local families alike can come together and enjoy a place to socialize and to create memories.

The roles of Golf Professional and Golf Course Superintendent at Mirror Lake truly excite me. Drawing from my collaborative experiences with esteemed partners like the PGA of America and Troon, I am confident in my capacity to significantly enhance both customer satisfaction and our financial performance. Troon's expertise in agronomy and golf course management has proven invaluable, while the steadfast support from the PGA of America has consistently upheld industry standards and outstanding customer service, as exemplified at PGA Riviera Maya.

Embracing the role of a Level 2 First Tee instructor, I am dedicated to not only imparting golf skills but also instilling essential life values. My ambition is to transform Mirror Lake Golf Course into a welcoming destination and to ensure a warm and appreciative welcome for each and every patron who steps onto our course.

## REFERENCES

David DeSantis [REDACTED] Cell # [REDACTED]

David DeSantis, PGA Professional - Dave was the contracted professional for leasing a municipal golf course driving range from Sandy City in Utah. I worked closely with him as a PGA teaching professional and range manager for over 3 years.

Paul Pugmire [REDACTED] | [REDACTED]

Paul Pugmire, Executive Director First Tee Utah - I worked with Paul for 2 years as the First Tee Program Director for the state of Utah. Paul taught me a lot about how to lead by example.

## FW: City of Bonners Ferry- Mirror Lake Golf Course Contractor search

Deby Garcia <[dgarcia@bonnersferry.id.gov](mailto:dgarcia@bonnersferry.id.gov)>

Thu 12/21/2023 8:38 AM

To: Andrakay Pluid <[apluid@bonnersferry.id.gov](mailto:apluid@bonnersferry.id.gov)>

📎 2 attachments (956 KB)

11.13.2023 AGREEMENT WITH INDEPENDENT CONTRACTOR.pdf; 11.13.2023 Golf Manager Job Posting.pdf;

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**From:** Tory Gatrell <[tgatrell@bonnersferry.id.gov](mailto:tgatrell@bonnersferry.id.gov)>  
**Sent:** Tuesday, November 14, 2023 1:08 PM  
**To:** Lisa Ailport <[lailport@bonnersferry.id.gov](mailto:lailport@bonnersferry.id.gov)>  
**Cc:** Deby Garcia <[dgarcia@bonnersferry.id.gov](mailto:dgarcia@bonnersferry.id.gov)>; Rick Alonzo <[ralonzo@bonnersferry.id.gov](mailto:ralonzo@bonnersferry.id.gov)>; Lara Tyler <[ltyler@bonnersferry.id.gov](mailto:ltyler@bonnersferry.id.gov)>  
**Subject:** Re: City of Bonners Ferry- Mirror Lake Golf Course Contractor search

Thank you Lisa. I appreciate the notice.

I currently have an offer with First Tee Utah, however, I will review the job announcement and discuss with my family. If we're interested I will follow the process as requested

Regards,

Tory

On Nov 13, 2023, at 6:50 PM, Lisa Ailport <[lailport@bonnersferry.id.gov](mailto:lailport@bonnersferry.id.gov)> wrote:

Hello- you are being contacted because you previously showed interest in the city's contractor position as the municipal golf contractor at the city course known as Mirror Lake. The City Council has opted to start the search anew and you are being solicited as someone who may be interested in reapplying. Attached is the job announcement and the draft contract as discussed and tentatively approved by the city council. Obviously, the final contract will require some negotiations, but the attached draft does provide a fairly good structure around how the city council will accept a future contract.

That said, if you are still interested in the position, please follow the process for submission. The first round of review of applicants will occur sometime the week of November 27, 2023. The Mayor will put together a selection committee to consider the applicants and make recommendations forward to Council once a contract is negotiated.

If you have any questions please feel free to reach out to me, the City Clerk Debra Garcia at [dgarcia@bonnersferry.id.gov](mailto:dgarcia@bonnersferry.id.gov) or to the Mayor at [ralonzo@bonnersferry.id.gov](mailto:ralonzo@bonnersferry.id.gov)

Kindly,

**Lisa M. Ailport, AICP**  
City Administrator

Direct Line: 208-267-4379

City Hall: 208-267-3105

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Bonnors Ferry, Idaho 83805

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## AGREEMENT WITH INDEPENDENT CONTRACTOR

THIS AGREEMENT, by and between the CITY OF BONNERS FERRY, a municipal corporation of the State of Idaho, "CITY," and \_\_\_\_\_  
"OPERATOR."

THE PARTIES SPECIFICALLY ACKNOWLEDGE AND AGREE THAT THIS IS A PUBLIC COURSE, AND NOT SUBJECT TO PRIVATE RESTRICTIVE USES;

WITNESSETH:

WHEREAS, the City owns a nine (9) hole golf course with accompanying clubhouse located on U. S. Highway #95, approximately two miles south of the municipal limits of the City, and the City desires to contract for five (5) years beginning on January 1, 2024 and ending December 31, 2029, for the operation thereof by the OPERATOR upon the terms and conditions hereinafter set forth;

### **I. GENERAL CONDITIONS:**

#### **A. Definitions:**

1. Operator: \_\_\_\_\_. An independent contractor and not an employee of the City.
2. City: The City of Bonners Ferry, Boundary County, Idaho.
3. Season: The official golf season shall run from May 1 through October 31, but may be adjusted at the discretion of the Operator based on weather conditions.
4. Golf Committee: The Golf Committee, as established by the Bonners Ferry City Council, pursuant to Bonners Ferry City Code § 2-3-1.
5. Course: Mirror Lake Public Golf Course.
6. Concessions Revenue: Any revenue collected directly related to the operations of the food and beverage concessions including all revenue from the selling or serving of food or beverage (including alcoholic beverages).
7. Data: Any data or information requested by the City Clerk, City Administrator, City Auditors, Mayor or Council concerning Mirror Lake Golf Course.
8. City Administrator: The City Administrator of the City of Bonners Ferry, as hired by the City of Bonners Ferry.
9. City Clerk/Treasurer: The City Clerk/Treasurer as appointed by the City Council pursuant to Bonners Ferry City Code § 1-7A-1 and 1-7A-2.
10. City Auditors: The independent financial auditors of the City of Bonners Ferry, employed by the City pursuant to Idaho Code § 67-450B.

#### **B. Data**

1. All requested data relevant to the operation and success or failure of the business shall be provided to the City by the Operator upon request from the Mayor, City Council, City Clerk, City Attorney or City Administrator.
2. The City may withhold payment to the Operator if the required



information is not provided in a timely manner.

3. All information and data relevant to the operations and success or failure of the business shall be considered confidential in nature, with disclosure limited only to the Mayor, City Clerk/Treasurer, City Administrator, City Attorney, City Auditors, and City Council. Public disclosure shall be exempt under Idaho Code §9-340, unless otherwise consented to by the Operator.
4. At any time discussion of the data referred to herein is required between the City Council and the Operator, such discussion would be open to the public. Therefore, it is understood that the Operator shall request an Executive Session with the City Council to hold this discussion in private. Failure to request an Executive Session will be deemed to be consent by the Operator to public disclosure of such data as discussed.

C. Financial Records:

1. The Operator shall submit the financial records of the business to the City Clerk/Treasurer by no later than January 31 of each calendar year:
  - a. Any and all information necessary to perform an audit, including payroll data; and,
  - b. Profit and loss information for Concessions operations.
- D. The Operator shall be solely responsible for hiring, training, and supervising all assistants and other employees as are necessary to satisfactorily perform his duties under this agreement.
- E. The Operator shall attend all meetings of the Golf Committee as requested.
- F. The Operator and the Golf Committee shall maintain effective communications with the City Administrator and City Council as necessary to enhance the quality of overall operations and maintenance of the City's golf course and clubhouse.
- G. The Operator, in conjunction with the City Administrative staff, shall propose to the City Council recommended changes in the fee structure following each season for the upcoming year. Council as a body may impose new rates regardless of whether the Operator suggest rates.
- H. The Operator shall conform his conduct to all applicable laws and regulations, including but not limited to, payment of payroll taxes, provision of worker's compensation coverage, and obtaining and maintaining all applicable licenses.
- I. The Operator's responsibility shall extend through the golf season and for such period of time immediately prior and subsequent as necessary to prepare the course for seasonal operations and to conclude each season's activities.
- J. The Operator shall, at his expense, maintain such records as are directed by the City Clerk/Treasurer so as to provide meaningful cost and revenue data on the major elements of his operations, including revenue and expense breakouts for each major element of operations. This shall include, at minimum, cost-revenue data for the 1) driving range, 2) pro shop merchandising, 3) concession operations, 4) daily and seasonal passes and cart path fees, and 5) cart and equipment rentals.
- K. All services and facilities shall be offered and operated on a non-discriminatory

basis to all members of the public in conformance with the fees and rules established by the City of Bonners Ferry.

- L. The City Administrator shall be the City's representative for the administration of this contract.
- M. The Operator shall have the right to utilize the name and trademarks of "Mirror Lake Golf Course" for purposes of advertising, merchandising, or other promotional efforts related to the Course in conformance with the policies of the City.
- N. In no event shall the Operator alter or improve any portion of the Golf Course, except as otherwise expressly permitted under this Agreement.
- O. Operator is entering into this Agreement as an independent contractor to provide the services set forth in this Agreement. By entering into this Agreement, Operator acknowledges that it is acquiring no rights whatsoever in the Golf Course, or any portion thereof (including the Improvements and any trade names, trademarks, logos, emblems and similar identifying matters) or the Equipment and Supplies, except a nonexclusive and revocable license to enter upon the Golf Course and use the Equipment and Supplies, if and to the extent reasonably necessary to carry out its obligations pursuant to this Agreement. Operator further agrees that it will not assert, in any legal action or otherwise, any additional right or interest in the Golf Course, or any portion thereof (including the Improvements and any trade names, trademarks, logos, emblems and similar identifying matters) or the Equipment and Supplies, and will not record any *lis pendens* or any similar notice of lien against the Golf Course, or any portion thereof (including the Improvements and any trade names, trademarks, logos, emblems, and similar identifying matters) under any circumstances.

## **II. PROFESSIONAL SERVICES OF THE OPERATOR:**

### **A. Duties—Control of Golf Play:**

1. The Operator shall be responsible for collection and remitting all fees associated with play at the City's Course, including daily fees, seasonal pass fees, trail fees, and punch card fees. Operator shall also remit said collected fees each Friday before the first and third Tuesday to the City with a proper accounting on City's form with a copy of the weekly golf registration book.
2. The Operator shall accept tee time reservations and schedule regular play during the Season.
3. The Operator shall monitor play and players upon the course so as to ensure the timely progression of play, observation of golf etiquette, and preservation of turf conditions.
4. The Operator shall provide an adequate supply of score cards and pencils sufficient for play during the Season. The Operator may include advertising on the score cards to defray costs.
5. The Operator shall enforce course rules as promulgated from time to time by the City Council.
6. The Operator shall have the authority to remove anyone from the course who willfully violates course rules and regulations.

7. All fees charged shall be enforced by the Operator after set by resolution of the City Council.
8. The Operator will willingly enforce all policies and rules as established by the City Council in the daily operations of the course with the public.
9. It is agreed that the Operator will maintain the following data:
  - a. Daily Tee Sheet Log
  - b. Season Pass and Punch Card Sales
  - c. Trail Fees

**B. Duties—Tournaments**

1. The Operator shall be responsible for setting dates of tournament play. Notice of course closures for the public due to tournaments will be made available as soon as reasonably possible.

**C. Duties—Concessions and Bar**

1. The Operator shall have the exclusive right to operate a Restaurant/Concession Area, which shall include the following duties, as well as any other necessary duties implied herein:
  - a. To hire, fire, and supervise all employees engaged in the operation of the business of restaurant and concessions including bartending, waiting, food preparation, and cleaning persons; to be responsible for wages and ensuring compliance with all state and federal labor laws.
  - b. To provide the necessary food, beverages, and consumable supplies used in the restaurant/concessions at his sole expense.
  - c. To determine the prices charged for food and drink served in the restaurant/concessions.
  - d. To make available on a yearly basis, a profit and loss statement for the restaurant/concessions and bar operations in a form satisfactory to the City Clerk, including full statement of expenses and profit, by November 15<sup>th</sup> of each year.
  - e. To reasonably ensure that employees and patrons do not smoke while in the building.
  - f. To reasonably ensure that employees do not consume alcohol while working.
  - g. To ensure all employees are dressed professionally and are clean, courteous, and efficient.
2. The Operator may obtain a liquor by the drink license, beer license, and wine license from the State of Idaho and Boundary County, and may operate, at his sole expense, a bar on such occasions as the Operator deems feasible. All expenses shall be the Operator's sole responsibility and he shall retain all profits thereof. Operator shall not neglect their other duties herein for service in the bar.
3. The City of Bonners Ferry specifically leases to the Operator the clubhouse as described in this agreement for the purpose of dispensing alcoholic beverages, including liquor by the drink for the term of this contract.

**D. Duties—Golf Course Labor and Maintenance**

1. Operator shall, at his expense, perform all ongoing and routine labor and maintenance on the golf course premises including, but not limited to, all

duties and responsibilities outlined in "Appendix A" attached hereto and incorporated by reference.

2. Operator shall perform all tasks listed in "Appendix A" in a workmanlike manner and as a reasonable and prudent golf course manager would.
3. Operator shall maintain all equipment in a prudent manner and in accordance with industry standards, including but not limited to, greasing, lubricating, and checking the fluids in all machines each time they are used or daily.

E. Duties—Other

1. The Operator shall make themselves available to the City's Golf Committee for information and consulting purposes so as to facilitate their position as advisors to the City Council. The Operator shall likewise cooperate with the City Administrator and other City departments as to deal appropriately with Course conditions and repairs.
2. The Operator shall be responsible for the ongoing marketing and promotion of play at the Course. The Golf Committee and City Administrator shall review the Operator's marketing plan yearly. As part of this marketing plan, Operator will acquire, at its expense, Teesnap or a comparable program with which to conduct marketing and course management. Operator shall submit said plan by April 1<sup>st</sup> of each year, reviewable yearly by September 30<sup>th</sup>. All advertising by the Operator shall contain the Land and Water Conservation Service logo or designation. Advertising will include identifying areas as being publicly owned and operated as a public outdoor recreational facility.
3. The Operator shall cooperate with the City's Auditors.

**III. FACILITY OPERATIONS AND MAINTENANCE:**

A. Pro Shop:

1. The Operator shall have the exclusive right to operate the area set aside in the clubhouse for the purpose of displaying and merchandising golf and sporting equipment, accessories, and apparel. The Operator shall maintain a level of inventory throughout the season sufficient to permit an adequate selection for patrons of the Course.
2. Operator shall stock Pro Shop at his own expense and shall retain all profits thereof.

B. Driving Range:

1. The Operator shall operate and maintain the driving range located at the Course. The parties to this agreement agree and acknowledge that title to all fixtures is exclusively in the City.
2. The Operator shall provide, at his expense, an adequate number of range balls for use on the driving range.
3. The Operator shall collect all driving range fees and remit to the city all sales. The Operator shall be entitled to eighty percent (80%) of fees collected, the city shall be entitled to twenty (20%) which will be used in exchange for the use of the City's mowers and other maintenance materials relating to the operation and maintenance of the driving range.

C. Clubhouse:

1. The Operator accepts the Clubhouse in its current condition. The Operator

may, at his expense, provide and install equipment, appliances, fixtures, and or other improvements to the area under the Operator's control with written approval of the City Administrator or the City Council, Unless otherwise agreed to, all items installed by the Operator shall become part of the inventory listed in Section VII, part B

2. The Clubhouse must be kept in a presentable manner for public occupation including cleanliness and organization.
3. The Operator shall provide janitorial services for the Clubhouse, including but not limited to: window cleaning, cleaning carpets as necessary, and cleaning of restrooms, storage, dining, and kitchen areas.
4. The Operator shall, as necessary, see that grounds around Clubhouse including deck, parking lot, sidewalks, and practice green are policed and cleaned as necessary.
5. The Operator shall ensure that the kitchen and dining facility are kept clean and attractive. Operator shall be responsible for obtaining any required food handler's licenses.
6. The Operator shall, at his expense, provide all supplies and tools necessary for carrying out maintenance responsibilities in the Clubhouse including cleaning supplies, light bulbs, paper products, and like consumables.
7. The Operator shall be responsible for the cost of the electric utility service to the Clubhouse.

D. Golf Cart and Club Rental:

1. The Operator shall provide, each day the course is open, at least four (4) sets of right-handed rental clubs and one (1) set of left-handed rental clubs shall be available for reservation, rental, or use by golf course patrons.
2. The Operator shall provide, each day the course is open, a minimum of twelve (12) power drive carts, all in good repair, for rental to golf course patrons.

E. Golf Course Maintenance:

1. The Operator shall perform all Course maintenance as dictated in "Appendix A," attached hereto and incorporated by reference herein.
2. The City and Operator shall collaborate on the removal of trees and tree stumps on and around the Course.

F. Golf Course Equipment

1. In cases where due to lack of routine maintenance or care is caused by the Operator or his agent's malfeasance or nonfeasance, the Operator shall be responsible for costs of maintenance, repair and or replacement of unit at their costs.

G. Golf Course Alterations Modifications and Improvements

1. Wherein improvement, alterations or modifications to the golf course are contemplated that will change the course of play, the Operator shall bring forth such suggestions first to the City Administrator and/or Mayor. The Operator shall include all changes proposed including cost implications that may result in such modifications. Prior to making any changes that affect play, or come at a financial cost to the city, the Operator shall first have approval by the Mayor and Council. Should modifications be

suggested that do not affect play and/or does not have a fiscal impact by the city, they golf course Operator shall seek the approval of the city Administrator and/or Mayor. All approved modifications should be presented to the golf committee for comment.

2. Alterations or modifications to course play for the purpose of this contract does not include placement of green pins or tee box pin placement or any other alteration that does not have a fiscal impact to the city's budget.

#### **IV. RESPONSIBILITIES OF THE CITY:**

A. The City shall, at its sole expense, provide the following:

1. Water and sewer utility services. Operator shall pay all other utilities including telephone, internet, and garbage. City shall be responsible for electrical service necessary for any other portion of the property, not including the Clubhouse.
2. Equipment including mowers, fuel for equipment (gas and/or diesel), equipment parts, and fertilizer for the Course. However, the city is not responsible for the daily maintenance and care of the equipment, refer to section III.F, regarding the responsibility of the Operator.
3. Major repairs to the water pumps and equipment as become necessary and other non-routine repairs where outside shops or special service are required. Operator shall consult with City before incurring such expense.
4. Repair acts of God and vandalism.
5. Major repairs of Clubhouse building, pump sheds, and cart sheds, including painting, structural repairs, roofing, decking, stairways, windows, fire suppression systems, electrical, and plumbing.
6. New or replacement signage for use around the Course.
7. All parts and equipment and maintenance repair where outside shops or special service are required, except for in cases where the maintenance or repair is caused by the Operator or his agent's malfeasance or nonfeasance, wherein Operator shall be responsible for costs of maintenance and repair.

#### **V. FEES AND PAYMENT:**

- A. GREEN FEES, SEASON PASSES, PUNCH CARDS, and CART PATH FEES:  
Operator shall collect all greens fees, season pass fees, punch card fees, and cart path fees and shall deliver them to the City each Friday before the first and third Tuesdays of each month along with a copy of the weekly golf registration book. The City shall then remit to the Operator twenty percent (20%) of all greens fees, season pass fees, and cart path fees collected.

The Operator shall have the right to pass through any card or bank fees used in the transaction of acquiring any greens fees, season passes, punch cards or cart path fees to the purchaser.

- B. RAIN CHECKS, REFUNDS, AND COMPLIMENTARY GOLF:

Operator shall have the discretion to issue rain checks and refunds in conformance

with adopted policies of the City. The City shall be entitled to its eighty percent (80%) share of these fees regardless of the reason for the refund or rain check. Operator may also elect to provide complimentary rounds of golf at its discretion, but shall account for and remit the City's eighty percent (80%) share to the City.

C. DRIVING RANGE FEES:

Operator shall be fully responsible for the maintenance and operations of the driving range, including collecting all sales and proceeds.

D. CONCESSIONS AND BAR:

Operator shall pay all costs and expenses of operating the concessions and bar and shall retain all profits and absorb all losses from such.

E. CONTRACT AMOUNT:

The City shall pay the Operator SIXTY THOUSAND (\$60,000) in Twelve (12) equal monthly payments to be made on the 20<sup>th</sup> day of each month beginning in March. Any additional adjustments shall be made upon mutual agreement. This contract amount has been adjusted to compensate the Operator for the following costs:

1. City's portion of value of up to eight season passes for employees of the golf course.
2. To reflect the approximate amount of electric utilities to the Clubhouse.
3. City's portion of compensated rounds at the discretion of the Operator.

F. ACCOUNTING:

The Operator shall provide to the City, on or before November 15<sup>th</sup> of each calendar year, a complete profit and loss accounting for all facets of the Course operations including but not limited to: driving range, greens fees, concessions, pro shop, rentals, etcetera.

The accounting shall be for a period of one year beginning November 1<sup>st</sup> and ending October 31<sup>st</sup>.

G. BUILDING LEASE: The City agrees to lease to the Operator the Clubhouse located on the premises for the sum of FOUR HUNDRED NINETY-TWO DOLLARS and 19/100 (\$492.19) per month for twelve months, a total of FIVE THOUSAND NINE HUNDRED AND SIX DOLLARS and 28/100 (\$5,906.28). Any additional adjustments shall be made upon mutual agreement.

H. CART SHEDS: The City shall retain all fees collected from rental of space in the cart sheds located on the premises.

VI. **MISCELLANEOUS:**

A. [Reserved]

B. The City and Operator agree that Operator shall be an independent contractor and not an employee, agent, or any other relationship to the City. Operator shall have full and complete control of his operations under this Agreement. As Operator employs additional personnel (employees of the Operator), Operator shall do so at his own expense. Operator shall determine how many employees they may need, how they work, and wages and employment conditions. Operator shall maintain his own payroll and payroll records, schedule wage payments, and provide all

- insurance required by law.
- C. The Operator shall not engage in any form of unlawful activity on the premises of the Course and shall not permit or condone any such activity by employees, customers, or others. If illegal conduct is observed, the Operator shall report the matter to the police. Additionally, the Operator shall reasonably attempt to provide a drug free workplace and promptly discharge any employee found to be engaging in unlawful activity or sexual harassment.
  - D. In the event the Operator needs direction, information, or authorization between Council meetings, the chain of authority shall be as follows:
    - 1. City Administrator
    - 2. Mayor
  - E. The Operator shall request purchases through the City's established channels and purchases shall be subject to budgetary limitations.
  - F. Business financial information provided to the City by the Operator shall be confidential and protected from disclosure as allowed under Idaho Code § 9-340. Such information may be made available by City to the City Administrator, City Treasurer, City Attorney, and City Auditors. In the event of termination of this Agreement by either party, the most recent two years of financial data shall be provided by the Operator to the top five incoming candidates as identified by the City. If the Operator is unable or unavailable to provide the data, the City will release the summary information relating to sales and expenses.
  - G. Negotiations for renewal or extension of this Agreement shall begin, if at all, during the second year of this agreement. Either party may initiate negotiations by submitting a written request to negotiate with the other party.
  - H. Operator shall ensure that signs are displayed at the clubhouse and on the course to indicate that the course is funded by the "Land and Water Conservation Service."
  - I. Operator may establish a reasonable dress code for use on the golf course, restaurant, and clubhouse facilities.
  - J. Season ticket charges and greens fee charges will be set periodically and shall be set by the City only in accordance with applicable state law. City shall set fees that are competitive with similar area facilities. All fees charged by the Operator must be competitive with similar area facilities.
  - K. Operator shall be entitled to eight (8) individual season passes to allow its employees and principal shareholders to golf at the course. The Operator shall provide a written list of these employees to the City. Should changes be made throughout the year to this list, the Operator will notify the City.
  - L. Operator shall report any accidents observed to have happened on city property or involving city property at the Course. Operator shall provide as much information as he/she can from the observations made in the course activities associated with the operations. Such information should be reported to the City Administrator as soon as physically possible and reasonable efforts should be made to assist those in need.
  - M. Operator shall follow all rules for care and use of public property to assure that the public investment in Mirror Lake golf Course property is protected and that the safety of the public and other workers is maintained.



- N. Subject to applicable law, each of the parties covenants and agrees that neither it nor any of its respective agents, officers, key employees or directors, will in any way publicly disparage, call into disrepute, defame or slander the other party in any manner that would damage the business or reputation of such other party.

**VII. SOCIAL MEDIA USE AND INTERNET ADVERTISING:**

- A. Operator shall have the right to utilize the name and branding of Mirror Lake Golf Course in internet and social media advertising, including, but not limited to webpages, Facebook, Instagram, twitter, etcetera.
- B. Operator shall have the right to establish and maintain webpages and social media page relating to Mirror Lake Golf Course, but recognizes that such page are its exclusive property, not property of the City.
- C. Operator agrees to abide by the following terms in regards to the establishment and use of social media pages related to Mirror Lake Golf Course:
1. Webpages and social media pages shall indicate that the page is owned and operated by the Operator, or its affiliated business.
  2. All internet and social media pages shall specify that Mirror Lake Golf Course is a municipal golf course owned and operated by the City of Bonners Ferry.
  3. All content posted on webpages or social media shall be of a professional nature and shall be of a standard that reflects positively upon the public investment and ownership of the Course.
  4. Content on social media forums and webpages must abide by all applicable federal, state and local laws, regulations and policies, including copyright, trademark and printed material laws.
  5. All content posted on webpages or social media shall not promote, foster or perpetuate harassment or discrimination on the basis of race, color, religion, sex age, national origin, citizenship, physical or mental disability, genetic information, veteran status, sexual orientation, gender identity/expression or any other characteristics protected by law.
  6. Personal Social Media: the City acknowledges that the Operator or their employees may utilize personal social media pages. If the Operator or its employees speaks about the city of Course on personal social media, or makes reference to the City of Bonners Ferry, the public may perceive that the Operator or its employees is acting on behalf of the City of Bonners Ferry. When making such statements, the post must clearly state that the statements are the poster's personal views and are not the views of the City of Bonners Ferry. An example of such disclaimer is "The views, opinions, ideas and information expressed are my own and do not reflect the views of the City of Bonners Ferry and are not in any way attributable to the city of Bonners Ferry." Further, the Operator or their family members agree to not make posts or statements on their personal social media pages which defame or besmirch the City or its relationship with the Operator.

**VIII. ASSUMPTION OF LIABILITY AND LIABILITY INSURANCE:**

- A. The Operator agrees to hold City harmless from any acts of malfeasance or nonfeasance on the part of the Operator, his employees, or agents.
- B. Work performed under this Agreement will be performed entirely at the Operator's risk and Operator assumes all responsibility for the condition of tools and equipment used in the performance of this Agreement, even if such tools and equipment are the property of the City.
- C. Insurance: Operator shall purchase and maintain insurance during the term of this agreement as follows: Comprehensive general liability having limits of \$1,000,000 for bodily injury and property damages combined per occurrence and a \$2,000,000.00 annual aggregate limit, such limits shall include liquor liability. The City of Bonners Ferry and its elected and appointed officials and employees shall be named as an additional insured, and provided with a certificate of insurance showing compliance with this section.

**IX. TERMINATION:**

- A. This Agreement may be terminated by either party for any reason with thirty (30) days notice to the other party.
- B. In the event the Operator's services are terminated for any reason, including non-renewal of this agreement as provided for in Section X, the Operator or its representative may elect to have the City purchase all merchandise and equipment in accordance with the following formula:
- C. Floor merchandise, bar, and snack bar inventory by age of merchandise:
  - 00-06 months at invoice
  - 07-12 months at 95% of invoice
  - 13-24 months at 90% of invoice
  - 25 months and older City may refuse to purchase
- D. Equipment: power golf carts, store equipment, fixtures, rental equipment, bar/snack bar equipment fixtures and any other categories which the parties may agree at the time of sale shall be included at the time of purchase. In the event the parties cannot otherwise establish a value, they shall obtain two (2) estimates (one for each party) from dealers or other qualified persons and the average between the two (2) estimates will establish the sale price of each item.
- E. City may, as it deems necessary, require the Operator to compile an inventory of all merchandise and equipment subject of this provision, together with the value Operator believes should be assigned to each item.
- F. In the event the Operator elects to have the City purchase the merchandise and equipment under this provision, he shall give the City thirty (30) days written notice. Such notice shall include the inventory and valuation the Operator believes should be assigned to the property and any merchandise and equipment that the Operator desires to exclude from this provision. The Operator shall also provide the City with proof that all debts incurred by the Operator in the operation of the contract are fully paid and satisfied and if any amount be unpaid the City may apply the proceeds of the purchase of the merchandise and equipment to the payment of such debts of the Operator as they deem fit.
- G. If the Operator purchases any outside maintenance equipment, the City of

Bonnors Ferry shall not be obligated to purchase that equipment from the Operator.

- H. The City shall, within thirty (30) days of receipt of such notice, inform the Operator of any disagreements concerning the items listed and assigned values. Within sixty (60) days of contract termination by either party or upon signing of a new contract with a new contractor, whichever shall occur first, the City shall pay the Operator as herein agreed.

**X. NON-APPROPRIATION:**

The City is an Idaho Municipal Corporation which, by law, has a fiscal year beginning on October 1<sup>st</sup> of each year and ending September 30<sup>th</sup> the following calendar year. In the event the City shall not appropriate funds to pay the obligation falling under this agreement after September 30<sup>th</sup> during the term of this contract, then this agreement shall terminate and the provisions of Section VII shall be applied and the Operator shall be released from further duties under the agreement. If this Agreement is terminated by reason of non-appropriation, the City shall not let a contract to another operator(s) to perform the duties provided for herein. This will not however prohibit the continued operation of the facilities by the City through the use of its employees.

**XI. COMPLIANCE WITH LAWS:**

Operator agrees to comply with all federal, state, and municipal laws, rules, and regulations that are now or may in the future become applicable to Operator and its manner and method of operation or accruing under the performance of such operations. Operator agrees to comply with all civil rights laws and those laws that pertain to the Americans with Disabilities Act. Compliance will be demonstrated by signs (including civil and ADA) posted in visible public areas and statements in public brochures.

The Operator shall not discriminate against individuals desiring to utilize the Course on the basis of race, creed, color, national origin, marital status, sex, age, or physical, mental or sensory handicap, except, Operator may set aside times for historical association events.

To the extent that the Idaho Director of Parks and Recreation has control of the golf course, Operator agrees to abide by its rules and regulations; and specifically, without limitation, to the extent it has control in such matters, the Idaho Director of Parks and Recreation shall be the final arbiter in the dismissal of any employee on the grounds for lack of courtesy and necessary consideration to the general public.

**XII. OPTION TO RENEW:**

The Operator shall have the option to extend the term automatically for up to five (5) additional one (1) year terms, unless terminated by either party.

If Operator intends to exercise this conditional option, it must do so by delivering notice of such intention to City so that City has physical possession of the notice at City Hall no later than June 30, 2029. Within 30 days of receipt of Operator's option to renew, City

will deposit in the mail addressed to the last known address of Operator a notification that City accepts the option exercised by Operator or rejects the same.

The condition of this option is that City can reject same if City determines, with reasonable cause, that contractor did not perform this agreement in a good and workmanlike manner.

**XIII. BREACH:**

Operator agrees to reimburse City's expenses and/or damages, including attorney's fees, which may arise from his failure to comply with the term thereof, or that may arise from any determination by court or board that Operator's actual or factual relationship to City is anything other than that of an independent contractor.

**XIV. TAXES:**

Any taxes or licenses attributable to this Agreement or operation hereunder shall be at the sole expense of Operator.

**XV. ENTIRE AGREEMENT:**

This Agreement contains all agreements of the parties. All prior negotiations and discussions and all prior agreements, are merged into and extinguished by this Agreement.

**XVI. PROVISION FOR SELF INTERESTED CONTRACTS:**

Pursuant to Idaho Code 18-1359, no person related to the mayor or any member of City council by blood or marriage within the second degree may hold a contract with the City to be paid for with public funds. In the event that a member of the Contractor's family within the second degree holds the office of mayor or council member during the period of this contract, this contract shall become void immediately.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

**CITY OF BONNERS FERRY [INDEPENDENT CONTRACTOR OR BUSINESS]**

By: \_\_\_\_\_  
Mayor

By: \_\_\_\_\_  
Independent Contractor

Attest:

\_\_\_\_\_  
Clerk, City of Bonners Ferry

Operator's principal officer and shareholder guarantees performance of all of the duties and obligations of the corporation to the City as herein stated.

DATED this \_\_\_\_ day of \_\_\_\_\_, 20XX.

By: \_\_\_\_\_  
Independent Contractor

## APPENDIX A

### MINIMUM MAINTENANCE AND OPERATION REQUIREMENTS OF MIRROR LAKE GOLF COURSE

The minimum maintenance and operation requirements to be performed by Operator with respect to the golf course shall include the following:

1. Weather permitting, Operator shall keep the Mirror Lake Golf Course open for play from at least May 1 through October 15 ("Peak Golfing Season") of each year of the contract term, and any renewal term, and may keep the course open for play on additional dates depending upon the weather.
2. With respect to the use of the course during the Peak Golfing Season, Operator shall keep the course open seven (7) days a week with possible late start or mid-week partial day closures permitted for purposes of reasonably maintaining the Course. A schedule will be set for annual maintenance with the understanding that weather conditions will dictate the actual dates.
3. Minimum hours of operation for the Course, excepting closures for inclement weather shall be:

May 1-May 31	8:30 a.m. - 6:30 p.m.
June 1-August 31	7:00 a.m. - 9:00 p.m.
August 31-closing	8:30 a.m. - 6:00 p.m.

Opening on Saturday, Sunday and holidays shall be 7:30 a.m. and closing on all Sundays and Mondays is 8:00 p.m. during May 15-August 14.
4. Weather permitting, it shall be the obligation of the Operator to mow the greens a minimum four (4) times weekly during the Peak Golfing Season – preferably - Tuesday, Thursday, Saturday and Sunday. Tee areas will be mowed and moved as frequently as may be necessary, but at a minimum, twice weekly during the peak golfing season.
5. All debris will be removed from the greens and tee boxes daily.
6. Each fairway shall be mowed three (3) times a week during the Peak Golfing Season – preferably Monday, Wednesday, and Friday. All irrigated roughs shall be mowed at least once weekly during the Peak Golfing Season.
7. The Operator will meet at least three (3) times each season with the Golf Committee to discuss any concerns the Operator or Committee may have.
8. The Operator shall fertilize the following portions of the Golf Course as frequently as necessary but at a minimum, according to the following schedule during each golfing season:
  - a. Each fairway and tee area shall receive a minimum of one (1) application of the appropriate amounts of fertilizer;
  - b. Each green shall receive a minimum of four (4) applications of the appropriate amounts of fertilizer;
  - c. Irrigated roughs will be fertilized with the fairways at least once per season.The Operator shall make further applications of fertilizer as required if the results of regularly conducted soil tests of all the above-referenced areas disclose a need for further fertilization.
9. The Operator shall apply turf fungicides to all greens whenever necessary to control fungus.
10. The Operator shall apply a top dressing material, as needed, to all greens during each golfing season.
11. All greens shall be verticut or groomed as needed during the Peak Golfing Season.

12. All greens shall be aerated and sanded at least once annually during the golfing season.
13. The cups and tee markers shall be repositioned at least twice weekly during the Peak Golfing Season.
14. Herbicides shall be applied to each tee area, fairway, and greens as needed.
15. The Operator shall mow, fertilize, and maintain in good appearance all grounds and plantings around the Leased Premises.
16. The Operator shall be responsible for spraying weeds around the premises including, but not limited to, around cart sheds and other buildings, between the clubhouse and Highway 95 and between the clubhouse and Deep Creek Road to maintain a visually clean appearance.
17. Operator shall provide the materials for repairing divots on tee boxes, ball washers, and towels. The operator shall ensure that all signage installed on the course is maintained in a visually pleasing manner and in good repair, and new signage provided by the City for use on the Course is installed.
18. All restrooms shall be cleaned daily.
19. Operator shall clean and maintain culverts and drains in good working order on the premises to prevent clogging and water damage.
20. All trash receptacles located on or around the Course shall be emptied as necessary, including but not limited to those in and around the cart sheds, driving range, practice green, and clubhouse.
21. The Operator shall be responsible for the regular maintenance of benches located on the Course including sanding, painting, and minor repairs.
22. The Operator shall be responsible for the removal of the lower pump at the end of the season.
23. The Operator shall wash equipment, specifically mowers, after each use. This is intended to help prolong the useable life of the equipment and prevent corrosion and other damage caused by allowing chemicals and plant material to remain on equipment surfaces for extended periods of time.
24. At the conclusion of golfing season, Operator shall hand-wash and wax all equipment owned by the City. This is also intended to help prolong the usable life of the equipment and prevent corrosion and other damage caused by allowing chemicals and plant material to remain on equipment surfaces for extended periods of time.
25. At the conclusion of the golfing season, Operator shall provide a list of maintenance items needed for each piece of machinery. This is to allow for the City Mechanic to perform repairs over the winter months when the Course is closed.
26. The contractor shall be responsible for maintaining the city pumping system and waterways associated with the pumping system, including aquatic weed spraying and maintenance around the pumping system. In addition to the above, the Operator shall work with city staff to clean the associated pump basin which shall be cleaned at least once in a season.

## APPENDIX B

### LOCATION OF MIRROR LAKE GOLF COURSE

That part of Lot Three (3) sometimes known as and described as the Southwest Quarter of the Northwest Quarter (SW1/4 NW1/4) lying South of the Great Northern Railroad right of way; the Southeast Quarter of the Northwest Quarter (SE 1/4 NW 1/4); the Southwest Quarter of the Northeast Quarter (SW1/4 NE 1/4); Lot One (1) and that part of Lot Two (2) lying South and East of the Great Northern Railroad right of way; all in Section Nine (9), Township Sixty-one (61) North, Range One (1) East, B.M.

LESS the following described tracts:

TRACT A: Beginning at the Southwest corner of the tract herein described, an auto axle, from which point the intersection of the West line of Section Nine (9), Township sixty-one (61) North, Range One (1) East, B.M., with the center of the present Great Northern Railway bears North 84 Page degrees 47' West 2617.86 feet, said point of intersection being North 66 chains, more or less, from the Southwest corner of the said Section Nine (9), and running thence from the auto axle above described, North 87 degrees 54' East 136.60 feet to a one inch steel pin; thence North 16 degrees 191'-East 198 feet to a two inch channel iron set on the South boundary of the State Highway; thence along the said South boundary South 80 degrees 251 West 201.11 feet to a one inch steel pin which is distance North 80-degrees 251 East 60.52 feet from a 6" x 6" concrete State Highway boundary monument; thence South 2 degrees 06' East 162.46 feet to the point of beginning and containing 2/3rds acres the including an easement upon the property adjacent on South for the purpose of repairing, improving and maintaining the septic tank overflow line and drain field which is on April 8, 1961, located thereon, so long as said drainfield is used by the City of the hereinabove particularly described property.

TRACT B: All that part of Lot One (1) and all that part of the Southwest Quarter of the Northeast Quarter (SW 1/4 NE1/4) of Section Nine (9), Township Sixty-one (61) North, Range One (1) East, B.M., lying and being East of right of way of State Highway as described in deed from Bonners Golf Course, Inc. to State of Idaho, recorded at Book 35 of Deeds at page 301, records of Boundary County, Idaho.

AND ALSO INCLUDING: All that part of Lot Five (5), Section Four (4), Township-Sixty-one (61) North, Range One (1) East, B.M., lying West of the State Highway.

LESS the following described tracts:

TRACT 1: A parcel of land described as follows: Beginning at the Northeast corner of Lot Five (5), Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., thence South along the East line of said Lot Five (5) 20 rods; thence West 40 rods; thence North 20 rods; thence East 40 rods to the place of beginning.

TRACT 2: The North 20 feet of Lot Five (5), Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M.



TRACT 3: A parcel described as follows: Commencing at a point 20 rods South of the Northeast corner of Lot Five (5), section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., thence South 84 feet to the West right of way line of State Highway #95, thence Southwesterly along said highway right of way line 408 feet, thence West 180 feet, thence North 254 feet, thence East 435 1/2 feet.

TRACT 4: That part of Lot Five (5), Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., lying and being West of the Great Northern Railroad right of way; subject to an easement in favor of the State of Idaho for a highway right of way and an easement in favor of the City of Bonners Ferry, Idaho, for a water pipe line and appurtenances.

TRACT 5: A portion of Lot Five (5) in Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., described as: Commencing 1297 feet West of the Southeast corner of Lot Four (4), Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., to the place of beginning; thence South 209 feet; thence East 209 feet; thence North 209 feet; thence West 209 feet to the place point of beginning; containing one acre, more or less.

TRACT 6: Commencing at a point 20 feet South and 660 feet West of the Northeast corner of Lot Five (5), Section Four (4), Township Sixty-one (61) North, Range One (1) East, B.M., thence South 100 feet to a point, thence West 100 feet to a point, thence North 100 feet to a point, thence East 100 feet to the point of beginning.



## MIRROR LAKE GOLF COURSE GOLF & OPERATIONS MANAGER

<b>Pay:</b>	\$60,000.00 per year. Yearly Contractor shall share in proceeds of rounds of golf and driving range fees. The contractor retains 100% proceeds of food, beer, wine, merchandise, and carts. A copy of a draft contract can be located at <a href="http://www.bonnerrsferry.id.gov">www.bonnerrsferry.id.gov</a> and listed under employment section of the site.
<b>SERVICE GROUP:</b>	Independent Contractor
<b>OPENING DATE:</b>	11/13/2023
<b>CLOSING DATE:</b>	Continuous- Opened Until Filled. First Set of Reviews starting the week of 11/27/23
<b>JOB SUMMARY:</b>	
The City of Bonners Ferry is seeking interest in an Independent Contractor to serve as Golf Course manager at the City owned Mirror Lake Municipal Golf Course. The current contract with the current PGA Professional is due to expire in December of 2023.	

### 1. BACKGROUND and COURSE INFORMATION

Mirror Lake Golf Course was first established in 1974 and was designed by James Kraus. The course was established by the city through a land and water conservation grant. The grant stipulates how the course is to operate and how it is to remain a recreational-use for the community of Bonners Ferry and surrounding population.

Mirror Lake Golf Course is an amazing municipal golf course, is preferred by many golfers in the area, and was featured in the PBS documentary, *Idaho Fairways*, <https://www.pbs.org/video/outdoor-idaho-idaho-fairways/> in 2010.

The course is a 9-hole regulation length golf course featuring 6,001 yards of fantastic golf from the longest set of tees for a par of 72. Mirror Lake Golf course is located outside the city limits of the town of Bonners Ferry and features amazing views of the Cabinet and Selkirk Mountains. It is located thirty (30) miles south of the Canadian border in an outdoors person's paradise with easy access to Schweitzer Mountain Ski Resort, Lake Pend Oreille, and other popular tourist destinations.

The course has a full-service Pro Shop, snack bar, including beer, wine, and liquor, driving range, putting green, and a fleet of 18 golf carts. The current PGA Head Professional / Golf Course Superintendent has been on staff for 21 years and has made great strides in improving the course.

Sales from the Driving Range, Cart Rentals, Golf Course Fees, Merchandise, Food and Beverage and other small miscellaneous areas are as follows: 2019 - \$243,811, 2020 - \$271,348, 2021 - \$343,849, 2022 - \$377,231, and 2023 (YTD) - \$429,363.

## **2. SCOPE OF SERVICES AND DUTIES**

The City anticipates a golf manager as the sole responsible party in maintaining, managing and keeping all golf facilities, including snack bar and food and beverages open and operational during the golf season, and longer if possible. The future manager shall also employ all staff needed to fully implement all of the course requirements. The golf season is tied specifically to the frost season of the region, which runs from October-April (may extend by 30-days or be shorten by 30-days, weather dependent).

The following list of services is provided as a minimum guide only. The Manager shall provide a detailed description of services that will be provided to the City. It should be understood that the City reserves the right to negotiate the final contract with the successful Applicant. At a minimum the contract shall cover the following areas:

1. Delivering high-quality golf course services and conducting business in a manner accepted and established by the United States Golfers Association ("USGA") and the City of Bonners Ferry.
2. Operate the golf course in an orderly manner with a commitment to exceptional customer service.
3. Attend necessary meetings, including Council Meetings with golf-related agenda items, City golf-related functions, and golf course operations meetings.
4. Maintain the golf course and related facilities in good and neat order, condition, and repair in accordance with the accepted USGA and American guidelines and Golf Course Superintendents Association of America ("GCSAA") standards.
5. All equipment, furnishings, signs, and advertising shall be in keeping with the appropriate standards of décor at the golf course. The successful applicant agrees that all equipment, furnishings, and improvements provided shall meet the requirements of all applicable building, fire, pollution, and other related codes.
6. Pro Shop - Customer service including register operations, merchandise sales, tee-times bookings, starter services, and the day-to-day custodial services, maintenance, and repairs of the equipment.
7. Concessions - All aspects of the food and beverage operations, restaurant and event rentals, on-course concessions, including alcohol beverage service, all permits, codes, and other regulations of the City, Boundary County, and the State of Idaho.
8. Programming - Special events, tournaments, league play, individual, and group play.

9. Advertising - Market and promote the course and amenities, including strategy, budget, media, types, frequencies, promotions, and any other relevant information.
10. Capital Investment and course alternations – provide the process for amending, altering and/or changing the course of play and what requirements the contractor shall follow prior to making those changes.
11. Formulation and implementation of operating programs, business plans, and budgets.
12. Collection and accounting of all revenues in a timely and secure manner.
13. Payment and accounting of all expenses in a timely manner.
14. Preparation of daily, monthly, and annual financial operating statements.

### **3. MANAGER RESPONSIBILITIES**

It is the intent of the city to enter a contract based tentatively on the following structure.

- i. Professional services of the Manager.
- ii. Maintenance and Operations of the 9-Hole golf course, including
  - a. Minimum course standards
  - b. Practice range maintenance
  - c. Private lessons
- iii. Management of Club House and associated food and beverage sales.
- iv. Financial reporting and accounting responsibilities.
- v. Use and care of City equipment and maintenance requirements of city owned facilities and equipment.
- vi. Requirements to maintain proper insurances requirements and indemnification of the City.
- vii. Fees and Payments.
- viii. Responsibilities of the Manager and those of the City
- ix. All other areas deemed appropriate by the City Council and to fully execute a contract on behalf of the city.

The Golf Manager shall operate the golf course facilities in a professional and friendly manner. A point of sales system (POS), such as Tee Snap POS, or an equivalent POS shall be used to track all of the sales, rounds of golf played, cart rentals, driving range proceeds and other items as allowed within the given software. The cost of operating such POS is the responsibility of the Golf Manager.

It is expected that the Golf Manager will enforce and interpret the current USGA rules and regulations. The Manager shall provide starter and marshaling services, assume responsibility for the maintenance of the carts, cooperate with the City in scheduling play time for regional high school golf programs and provide restaurant services throughout the golf season.

Applicants with experience in dedicated youth programs such as “First Tee” are encouraged to apply.

### **4. QUALIFICATIONS AND TERMS**

A preferred golf manager is one who can show a history of successful management practices involved with the management of a 9 or 18-hole golf course.

It is the intent of the city to enter a five (5) year contract beginning on January 1, 2024, and running to December 31, 2029. Thereafter, the Manager shall have the option to extend the term automatically for up to five (5) additional one (1) year terms unless terminated by either party.

## **5. SUBMITTAL REQUIREMENTS**

### **A. LETTER OF TRANSMITTAL**

The letter must contain the following statements and information:

1. Applicant's name, address, email, and telephone number submitting the proposal.
2. A brief biography of the applicant including education, golf professional experience, and marketing experience.

### **B. GENERAL VENDOR INFORMATION**

The applicant is encouraged to provide a business plan for the Mirror Lake Golf Course. This proposal should include anticipated incomes from all activities at the golf course, an advertising plan, and proposals to ensure growth of the course. If a payment to the City or an additional stipend or management fee is required, please include that in the proposal.

### **C. REFERENCES**

1. Provide name, title, address, and telephone number of three or more references of clients whom you have provided similar services to.
2. Describe the actual services provided and the length of tenure providing services to each client referenced.

### **D. APPROACH**

In two pages or less, provide the following:

1. Describe your approach and methodology to providing golf services. Include how you will apply experience and city resources to meet the project objectives.
2. Summarize your proposal and your company's qualifications. Additionally, you may articulate why your company is pursuing this work and how it is qualified to perform it. Include any other pertinent information that helps determine your overall qualifications.

The City of Bonners Ferry reserves the right to accept, reject, or request changes in submissions. The City will work closely with the selected company or individual to develop or refine a detailed scope of work, schedule for completion of tasks and costs associated with completed work included in the contract documents. The City is not liable for any costs incurred by the responding companies prior to contract issuance.

**Interview Questions:**

**Name** \_\_\_\_\_

**Job interest / Skills**

Can you describe your experience with golf course management?

How have you previously increased membership at a golf course? How did you do this?

Can you discuss your experience with budgeting and financial management in a golf club setting?

**Business Plan / Course Operations**

Can you share with us your business plan for Mirror Lake Golf Course?

Is there any part of your business plan that requires you to rely on outside funding to make it successful?

What equipment are you anticipating that you will need to bring to the course to make it fully operational?

Do you anticipate bringing any partnerships to your business to ensure the success of your plan?

What kind of up-front funding is required by the City to make your business successful?

What is your approach to training and developing golf staff? What is your plan for staffing the course to make it successful and do you already know exactly how many people you will need to operate the course?

What strategies would you use to maintain the quality of the golf course if presented with a late season start or early closure?

What strategies have you used in the past to promote a golf course? What strategies would you use to promote Mirror Lake Golf Course?

Can you discuss a time when you improved a process or operation at a golf course, or with your employer?

Have you or would you have strategies to increase participation in golf tournaments or events?

How would you handle a situation where a golf tournament is running behind schedule?

### **Maintenance and Course Keeping**

Can you discuss your familiarity with golf course maintenance and the equipment used?

Explain how you have implemented a maintenance plan for the typical equipment used in operating a golf course such as mowers, sharpening, sprinkler system, controls, pumps, etc.?

Are you capable of completing minor repairs to mowers and at what point will you need help from the City mechanic?

Can you share with us an experience where you had to mechanic through problems?

What is your experience with agronomy and how would you use your experience at Mirror Lake.

What can you share about your experience working with sprinkler systems and their maintenance.

**Character:**

If we called your references, what do you believe they would say about you?

If we did a background check on you, what would you want us to see?



## RE: Golf Selection Group

Mike Klaus <mklaus@bonnersferry.id.gov>

Mon 12/4/2023 7:50 AM

To: Rick Alonzo <ralonzo@bonnersferry.id.gov>; Ron Smith <[REDACTED]>; Andrakay Pluid <apluid@bonnersferry.id.gov> <[REDACTED]>; Jimmy Dorhofer <JDorhofer@bonnersferry.id.gov>

Good morning,

Just checking in to see if everyone could make Monday, December 11<sup>th</sup> work for interviews instead of Wednesday or Friday? I was thinking 1pm and 230pm still for the times.

Thank you,  
Mike

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**From:** Mike Klaus

**Sent:** Friday, December 1, 2023 4:57 PM

**To:** Rick Alonzo <ralonzo@bonnersferry.id.gov> <[REDACTED]> <[REDACTED]>; Andrakay Pluid <apluid@bonnersferry.id.gov> <[REDACTED]>; Jimmy Dorhofer <JDorhofer@bonnersferry.id.gov>

**Subject:** Golf Selection Group

Hello,

Thanks for your willingness to serve the city by interviewing potential golf contractors. I have spoken with most of you today by phone, but just wanted to mention that we have a meeting scheduled for next Wednesday December 6<sup>th</sup> at noon (council room) to discuss the upcoming golf contractor interviews.

One of the applicants finds it difficult to interview on December 13<sup>th</sup> and asked if it would be possible to interview on Friday December 15<sup>th</sup> instead. Are you all available for interviews on the 15<sup>th</sup> of December in the early afternoon?

I have attached the interview questions that have been developed to this point. If you have any suggested modifications or additions to the questions, please bring them to the December 6<sup>th</sup> meeting.

Thank you!

**Mike Klaus, PE**

City Engineer

**Direct Line:** 208-267-0357

**City Hall:** 208-267-3105

7232 Main Street #149

Bonners Ferry, Idaho 83805

[www.bonnersferry.id.gov](http://www.bonnersferry.id.gov)

## Revised Golf Questions

Mike Klaus <mklaus@bonnersferry.id.gov>

Wed 12/6/2023 1:25 PM

To:Rick Alonzo <ralonzo@bonnersferry.id.gov>;Ron Smith <[REDACTED]>;evelynron@hotmail.com>;Ron Smith <rsmith@bonnersferry.id.gov>;[REDACTED]<[REDACTED]>;Andrakay Pluid <apluid@bonnersferry.id.gov>;Jimmy Dorhofer <JDorhofer@bonnersferry.id.gov>

 1 attachments (20 KB)

Golf Contractor Interview Questions.docx;

Attached are the revised questions based on our review today. Let me know if I missed anything.

Thank you,  
Mike

**Interview Questions:**

**Name** \_\_\_\_\_

**Job interest / Skills**

1. Can you describe your experience with golf course management, or describe your experience managing another business?
2. Can you discuss your experience with budgeting and financial management of a business?

**Business Plan / Course Operations**

3. Can you share with us your business plan for Mirror Lake Golf Course, and what are your plans to increase play?
4. Is there any part of your business plan that requires you to rely on outside funding to make it successful?
5. What equipment are you anticipating that you will need to bring to the course to make it fully operational?
6. Do you anticipate bringing any partnerships to your business to ensure the success of your plan?
7. What kind of up-front funding is required by the City to make your business successful?
8. What is your approach to training and developing golf staff? What is your plan for staffing the course to make it successful and do you already know exactly how many people you will need to operate the course?
9. What strategies would you use to maintain the quality of the golf course if presented with a late season start or early closure because of weather?

10. What strategies would you use to promote Mirror Lake Golf Course?
11. Can you discuss a time when you improved a process or operation at a golf course, or another business?
12. Have you or would you have strategies to increase participation in golf tournaments or events?
13. How would you promote youth golf at Mirror Lake Golf Course?

#### **Maintenance and Course Keeping**

14. Can you discuss your familiarity with golf course maintenance and the equipment used?
15. Explain how you would implement a maintenance plan for the typical equipment used in operating a golf course such as mowers, sharpening, sprinkler system, controls, pumps, etc.?
16. Are you capable of completing minor repairs to mowers and other equipment and at what point will you need help from the City mechanic?
17. Can you share with us an experience where you had to mechanic through problems?
18. What is your experience with groundskeeping and how would you use your experience at Mirror Lake.
19. What can you share about your experience working with sprinkler systems and their maintenance.

