



Non-Quasi-Judicial Boards

Agenda

April 25, 2022 @ 8:00 am

Winter Park Community Center

721 W New England Ave

Winter Park, FL 32789

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/bpm and include virtual meeting instructions.

assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office ([407-599-3277](tel:407-599-3277)) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

-
1. **Call to Order**
 - a. **Selection of Chair/Vice Chair** 5 minutes
 2. **Consent Agenda**
 3. **Staff Updates**
 - a. **Staff Updates** 40 minutes
 - General Update on status and progress of course purchase and transition
 - Discuss Goals and Priorities for board and review staff One Year Outlook
 - Discuss and Review following background info provided related to course
 - Bear and Peacock RFP response and status
 - Course Equipment Summary
 - Course Financials
 - Sensitivity Analysis
 4. **Citizen Comments (for items not on the agenda): Three minutes allowed for each speaker**
 5. **Action Items**
 - a. **Meeting Day & Time Selection** 5 minutes
 6. **Board Comments**
 7. **Adjournment**



Winter Pines Golf
Course Advisory
Board

agenda item

item type	Call to Order	meeting date	April 25, 2022
prepared by	Kesha Thompson	approved by	
board approval			
strategic objective			

subject

Selection of Chair/Vice Chair

motion / recommendation

background

alternatives / other considerations

fiscal impact



Winter Pines Golf Course Advisory Board

agenda item

item type	Staff Updates	meeting date	April 25, 2022
prepared by	Kesha Thompson	approved by	
board approval			
strategic objective			

subject

Staff Updates

item list

- General Update on status and progress of course purchase and transition
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motion / recommendation

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:

[RFP11_Bear & Peacock.pdf](#)

ATTACHMENTS:

[MAINTENANCE EQUIPMENT.pdf](#)

ATTACHMENTS:

[Financials compilation.pdf](#)

ATTACHMENTS:

[Kimes35_Golf_course tee time study.pdf](#)

ATTACHMENTS:

[Sensitivity Analysis for rounds played \(2\).pdf](#)



Winter Pines Golf Course

Response to RFP11-22

**Concession Management Services for Winter Pines
Golf Course**

Submitted March 21, 2022

The Bear and Peacock Brewery
Winter Park Distilling Company
P.O. Box 2878
Winter Park, FL 32790

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City of Winter Park
ATTN: Procurement Division
401 South Park Ave.
Winter Park, FL 32789



Dear City of Winter Park Procurement Division,

Thank you for the opportunity to be considered for leading the Winter Pines Golf Course's concessions. We believe we have the necessary means to provide what the city seeks in a partner and fully understand the cities needs and our financial obligations.

Through elevating the guest experience, we will transform the Winter Pines snack bar into a luxurious, fun place for golfers and non-golfers to meet with friends and enjoy the finest casual dining and drinking Winter Park has to offer.

We will create this experience while continuing to provide the existing golf community with affordable food and beverage options similar to what they have been accustomed to at the Winter Pines Golf Course with exceptional customer service.

As a local craft distillery and brewery, we offer an unmatched level of quality spirits and beer. And, through our partnership with Artifx Cafe, we will offer exceptional quality, fair trade, sustainably grown coffee that has been hand-selected by Keith Whittingham.

Additionally, we have been building a reputation for excellence since the Winter Park Distilling Company was established in 2010. We will leverage that social reach to help attract people within the Winter Park community to patronize the Bear and Peacock Tap Room at the Winter Pines Golf Course whether they are there to play golf or not.

We are able to capitalize on our leadership team's many local social connections to attract people to the golf course tap room who might not have historically frequented that venue. We have the social capital and the marketing experience to make this venue "the place to be".

Having already transformed the State Auto Body shop on Orange Avenue into a beloved venue people wanted to hang out at, we have the vision and experience to convert this space into something very special.

For these reasons, we are uniquely qualified to lead the concessions at the Winter Pines Golf Course into an exciting new chapter.

Past Experience

The Bear and Peacock Brewery was Co-Founded by Paul Twyford and Andrew Asher in 2015 and built a reputation as having award winning local craft beer served in an upscale, inviting environment by friendly attentive staff.

We were humbled that the Winter Park community embraced our establishment on Orange Avenue and supported our efforts to elevate the craft spirits and craft beer scene in Winter Park. Among the awards we won at that location, we were most proud of being named The Small Business of the Year by the Winter Park Chamber of Commerce.



While we didn't have a kitchen at that location, we were still able to serve charcuterie, soft pretzels with beer cheese, and other light bites everyday. We additionally had pop-ups and food trucks periodically throughout the week to serve a variety of daily specials. For events, we would also have chefs or caterers like Cuisiniers or Chef Bruno Fonseca come in and provide more substantial fare.



Prior to establishing the brewery, Paul and Andrew co-founded the Winter Park Distilling Company in 2010. The distillery hand crafts vodka, rums, brandy, limoncello, and bourbon. Many of the products have won international awards at competitions like the New York International Spirits Festival and the Berlin International Spirits Festival and both bourbons have been awarded silver medals at the largest spirits competition in the world, the San Francisco International Spirits Festival. Those award-winning bourbons are distributed as far away as The European Union and we are proud to represent Winter Park through the export of such exceptional products.

The reputation we have established over the years is reflected in the fact that the brewery has over 7,000 Instagram followers and the distillery has over 5,000 Instagram followers.

Paul is well aware that the reputation of the brewery and the distillery will be on the line if he is awarded the contract at the golf course, so he intends to be extraordinarily hands-on in the day-to-day operations

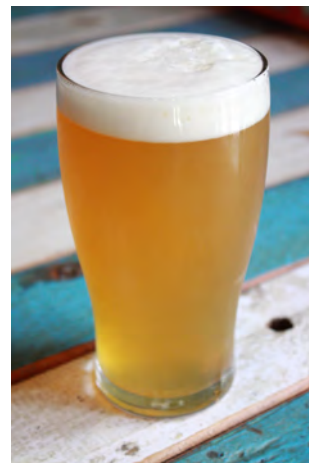
of this project to ensure that guests receive the same level of service they have come to expect from us.

We have built an outstanding team of food service and bar professionals to lead the Winter Pines Golf Course food and beverage project.

Operational Information

The central theme of our work plan is to elevate the guest experience while meeting and exceeding the high standards of individuals dining and drinking in Winter Park. By executing this vision, we believe we can transform the space from a snack bar where golfers buy hot dogs and Bud Light, to a fashionable location for Winter Park residents to gather with friends and enjoy a high-end dining and drinking experience featuring locally crafted beer and spirits.

We are, of course, uniquely positioned to elevate the alcohol offerings with our own locally crafted beer and spirits. We will certainly feature our products, but we will also improve and expand the beverage offerings with outstanding products made by other purveyors of fine spirits and beer.



Our Coffee Partner

Artifx Cafe is the flagship brand of Nu Terroir Farmworx LLC, a local Winter Park company, born out of research and study of sustainable business models in agriculture. Our business delivers real income to small farmers and real impact to their communities, through Direct Trade and our direct contributions to community development projects.

As an importer of sustainably grown, specialty-grade coffees, we purchase directly from the farmers, eliminating many intermediaries, allowing the farmers to earn a higher margin than the traditional commodity market offers. We build deep relationships with the growing communities, identifying and supporting projects that promote their sustainable development. We roast our coffees locally and they are featured at a prominent Park Avenue gourmet food store and on the Rollins College campus.

Our name is a contraction of “Artisanal Farmworx” and we believe that these small-scale, high-quality farm products are artifacts of a community, as much as art, music and other cultural expressions. We also believe that the better we understand the people and places that produce our food, the stronger our bonds across the earth will be. Bourbon Tastings - These will be conducted periodically by Paul and would include a carefully curated list of exceptional bourbons that are hard to find and some yet undiscovered bourbons in addition to the best bourbon made by the Winter Park Distilling Company.

In Phase Two we will continue to expand the beverage menus including happy hour specials and other rotating specials. We will also gradually introduce higher-end food options while continuing to serve the classic food options available to golfers in Phase One.



Hours of Operation

We will work with City staff to establish regular hours that are suitable for all stakeholders, but would recommend the following hours:

Sunday - Thursday: 7:00 AM - 10:00 PM
Friday and Saturday: 7:00 AM - Midnight

The evening hours may need to be phased in over time as demand grows. Also of note, we intend to be good neighbors to the homeowners around the golf course and adhere to all noise ordinances.

Special Event Services

At our location on Orange Avenue, there was a great deal of demand for our space to be used as a venue for parties, dinners, receptions, and even a couple weddings. We learned how to execute those special events with minimal disruption to our day-to-day business.

Small events we could usually handle ourselves, but for larger, more complex events, we would bring in partners like Black Bean Deli, Cuisiniers, Hunger Street Tacos, or individual chefs like Chef Bruno Fonseca.

We envision executing similar events at the Winter Pines venue in a similar fashion and will do everything possible to ensure that those events do not compromise the experience of the golfers.



Staff

We will accept applications from the individuals who have been working in F&B at the golf course as well as other individuals. We are very confident in our leadership team's ability to assemble a staff that will provide excellent customer service throughout the hours of operation.

Below are the leaders who will be responsible for day-to-day operations:



Paul Twyford

Paul Twyford co-founded the Winter Park Distilling Company in 2010 and The Bear and Peacock Brewery in 2015. Under his leadership, these companies have established a reputation for having an uncompromising level of customer service in their public-facing operations as well as having won many awards for the beer and spirits products they produce.

He is also the Co-Founder of Hidden Potential, a provider of Applied Behavior Analysis (ABA) therapy for children with Autism. His girlfriend, Jennifer Blair, is the real hero behind this operation, as she is the clinician who directs the therapists delivering services. Paul is just the business and administrative guy who makes sure all the bills get paid, but he finds it very rewarding to be a small part of an organization that makes such a positive impact on the lives of many children and families.

Paul was born and raised here and is a graduate of both Winter Park High School and Rollins College. Additionally, he has invested significant time working to help better the community he cares so deeply about. His current volunteer work includes the following:

- Winter Park History Museum - President of the Board
- Autumn Art Festival - Chairman of the Committee
- Rollins College - Business Department Board of Advisors
- Rollins College, Tau Kappa Epsilon (TKE) - Chapter Advisor
- Winter Park Chamber of Commerce - Volunteer of the Year 2019
- Small Business of the Year 2020
- Government Affairs Committee Member
- Graduate of Leadership Winter Park Class 29
- In 2020, Winter Park Magazine featured Paul as one of its Most Influential People in Winter Park.



Keith Whittingham

Dr. Keith Whittingham is an Associate Professor in the Crummer Graduate School of Business at Rollins College, where he teaches courses on sustainable enterprise and corporate social responsibility. His research focus is on the role of enterprise in global Sustainable Development. It is through this work, that he came to understand the barriers facing small coffee producers and to promote business models to address them. In 2016, he founded and launched Nu Terroir Farmworx LLC and the Artifx Cafe brand to break through these barriers.

Keith has led numerous student trips, teaching sustainability in Costa Rica, Panama and Colombia. He earned recognition coaching his students in the Nespresso Global MBA Sustainability Challenge, where, in the five years of the competition, The Rollins teams earned one 1st place finish, three 2nd place finishes and an

honorable mention, out of roughly 100 global competitors each year.

Keith is a certified Sustainability Associate with the International Society of Sustainability Professionals and earned a certificate in Sustainable Sourcing and Trade from Cambridge University and the Sustainable Agriculture Initiative Platform.



Julie Warwick

Julie Warwick, our marketing manager for the Winter Park Distilling Company has been an essential member of our team since the beginning of The Brewstillery. She came to us with a plentiful basket of skills and abilities. We focused on her sales and marketing training at The Brewstillery, but she also has an extensive background in hospitality.

From the high end restaurant requirements and attention to detail to where her humble beginnings started at a local diner, she truly understands how to exceed guest expectations and build relationships with our local Winter Park business owners. Julie has a long standing reputation with a multitude of Winter Park restaurant owners and managers and also helps with local events and activities. Her variety of skills, from bartending and managing servers, bussers and back of the house staff has made her an intricate part of our team. She undoubtedly will help uphold the respected reputation of the golf course with The Winter Park Pines community.



Eric DeLaGarza

Eric is our Head Brewer and General Manager at The Bear and Peacock Brewery. He has fifteen years of service industry experience and has been with our company for the past five.

Eric's expertise in both back of house and front of house management has helped boost team morale, increase sales, decrease costs and strengthens our intent of providing a friendly atmosphere for our customers and community. We believe Eric's well rounded experience will continue to accomplish our goals in this new venture if awarded the contract.



Zach Trabaudo

Zach has been a student intern at The Winter Park Distilling Company since February 2021 and has gained experience in all aspects of the business. He has extensive experience working as a bartender at multiple venues and brings a youthful energy and perspective to the team

Zach is currently the president of his fraternity, Tau Kappa Epsilon (TKE) at Rollins College where he will graduate with an economics degree in May. He wishes to bring his leadership and experience to our team full-time to help build the culture of The Bear and Peacock Taproom at the Winter Pines should we be awarded the contract.

Proposed Services

Phased Approach

With the truncated timeline between the awarding of the contract and the assuming of operations, we believe it will be most effective to execute a phased approach to improving the food and beverage service at the Winter Pines Golf Course.

Phase I

- Rebrand
- Renovate Front of House
- Maintain Food Menu
- Improve Beverage Menu
- Improve Customer Service
- Beverage Cart

Rebrand

It is fitting with all the improvements we will make, that the brand changes to reflect the higher-end experience that awaits. We suggest using The Bear and Peacock Tap Room as the new brand for the F&B experience at the golf course. The Bear and Peacock Brewery earned an excellent reputation on Orange Avenue for serving outstanding beer in a comfortable, family-friendly, fun environment. By utilizing a similar name for this project, it indicates to the potential guests the high level of service and products they can expect. And, by using the words, Tap Room, it indicates we don't manufacture there, similar to the way Dubsdread brands their restaurant as a Tap Room.



Renovate Front of House

We believe it is critical to the improvement of operations to dramatically improve the aesthetics of the dining area from a snack bar, to an upscale lounge with a cozy, comfortable feel. We also believe a defined patio or “biergarten” will be a major improvement not only to the taproom but the golf course as well. This patio can drive revenue by accommodating more people who will stay longer. We are so strongly of this belief, that we are willing to invest in capital improvements to execute on the idea.

We have the vision, experience, and resources to transform that space into a venue that people will seek out - whether they are golfing or not. Right now, once the golfers go home in the late afternoon, the F&B largely closes down, but that doesn't have to be the case. By curating the right atmosphere, it will go a long way toward fostering a “coolness factor” that will appeal to anyone who wants to enjoy great drinks and food with friends.

It was mentioned during the walkthrough that a color pallet, lighting decisions and other decorating decisions are already being considered. If we are awarded the contract, we would like to be part of those conversations as soon as possible to make sure we have a shared vision of the space.

Of course, we will work within the parameters of the interior decor guidelines City officials dictate. But, we do have our own vision for how the space can be improved.

Paint

A warmer color would make it feel more cozy.

Furniture

We would replace most of the indoor furniture with a variety of custom furniture to include some hightop tables with barstools. We would also like to strategically include some soft seating to make the entire room feel more inviting. This might include leather chairs and possibly even a leather sofa as part of a seating group.

Flooring - Obviously, any decision on flooring would need to consider the safety and durability of that flooring material under the use of golf cleat foot traffic. But, we believe the aesthetic of the room would be significantly enhanced if the flooring could be changed to the look of wood flooring. There are multiple ways to achieve that look without actually installing wood flooring, which include laminate flooring, ceramic tile and LVT tile that looks like wood, and other flooring materials. Again, we will work with City officials to determine the best approach to creating the luxurious, warm, inviting atmosphere that's part of our shared vision.

Maintain Food Menu

The first priority, if we were to win this bid, is to maintain the service, products and competitive pricing the golfers have come to expect at the Winter Pines Golf Course without any interruption of service. The golfers are the reason this place exists and we need to keep them happy. We also need to allow our staff and management to run things smoothly before making dramatic changes that might disrupt or discourage the golfing guests. The idea is to gradually add to what is already there rather than to subtract from what the existing guests have come to expect.

Proposed Menu and Estimated Prices

Drinks			Breakfast		
Soda, Unsweet Tea	Medium	\$1.50	Toast, English Muffin		\$1.50
	Large	\$2.00	Sausage Biscuits (2)		\$3.00
	Refill	\$1.00	Special of the Day		\$4.00
Bottled Water		\$1.00	Snacks		
Orange, Cranberry Juice, Coffee	10oz	\$1.50	Chips		\$1.00
	14oz	\$2.00	Popcorn		\$1.00
Hot Chocolate		\$1.00	Cookies		\$1.00
Gatorade		\$3.00	Crackers		\$1.00
Beer, Wine & Spirits			Granola Bar		\$1.00
			Peanuts		\$1.00
Draft Beer		\$3.50	Lunch		
Draft Craft Beer		\$5.00	Hot Dog		\$3.00
Domestic Beer Cans		\$3.50	Bratwurst		\$4.25
6 Pack Domestic Beer Cans		\$15.00	Egg Salad Sandwich		\$4.50
Wine		\$4.00	Turkey Sandwich		\$6.00
Well Liquor		\$4.00		Add Bacon	\$0.75
Call Liquor		\$6.00	B.L.T. Sandwich		\$6.00

Improve Beverage Menu

We will, of course, feature the finest local craft spirits and beer in a craft cocktail beverage program to rival the finest restaurants in Winter Park. Our own homemade bitters and syrups will complement the exceptional spirits in creative and trendy new cocktails alongside the classics.

Customer Service

Our team is expert in delivering top shelf customer service, and that will start on day one.



Beverage Cart

Probably the fastest way to increase revenue and customer satisfaction is to operate a beverage cart. We intend to implement that on day one and continue to offer that convenience to golfers on an ongoing basis.

Phase II

- Renovate Back of House
- Introduce New Products to Food Menu
- Promotion

Renovate Back of House

To substantially elevate the food menu, the kitchen will need some work. Feasibility of each potential piece of equipment with regard to the availability of space, electricity, gas, etc. will need to be determined. With that said, we would like to explore the possibility of installing coffee equipment to make espressos, cappuccinos and similar coffee beverages, a pizza oven to cook flatbreads and pizza, and other equipment that would allow for enhanced food offerings.



Introduce New Products to Food Menu

With the new kitchen equipment, we will be able to expand the food menu. Those improved product offerings will need to be added over time as the equipment is installed and we become comfortable with our ability to provide flawless execution of the expanded menu.

In addition to new everyday menu items, we intend to also have special menu offerings, like Taco Tuesdays and BBQ Fridays, along with happy hour specials to complement the beverages being featured that evening.

Promotion

Through an aggressive social media campaign and outreach to the community, we will draw Winter Park residents in to experience the new and improved space.

Our brewery has over 7,000 Instagram followers and our distillery has another 5,000 followers. We also have an email mailing list of over 3,000 individuals who have opted in to receive the latest news on our operations.

Leveraging that existing social capital will allow us to get the word out about all the excitement.

Additionally, hosting events for local groups will allow many people who are potential “regulars” to come check it out. Some of those groups would include Winter Park High School Alumni and parent events, Rollins College Alumni and parent events, Trinity Prep alumni and parent events, Winter Park Chamber of Commerce events, Winter Park History Museum events, Rotary Club meetings, whiskey clubs, and many more.



Phase II Sample Menu	
Cocktails	
	Bonfire Old Fashioned
	Frothy Old Fashioned
	Walnut Old Fashioned
	Reserve Old Fashioned
	New Fashion
	Whiskey Smash
	Sazerac
	Bourbon Flights
	Mimosa Flights
	Winter Park Mule
	Corn Fed Mule
	Dirty Genius Martini
	Bloody Mary
Frozen Beverages	
	Frozen Margaritas
	Frozen Daiquiris
Non Alcoholic Cocktails	
	Virgin Mary
	Virgin Daiquiris
Beer	
	Domestic Light Lager
	Domestic Low Calorie Lager
	Craft IPA
	Craft Weizenbier
	Craft Stout
	Craft Fruited Beer
	Craft Amber Beer
	Craft Light Beer
	Craft Beer Flights
Wine	

Phase II Sample Menu	
	Cabernet
	Pinot Noir
	Pinot Grigio
	Sauvignon Blanc
	Prosecco
Other Beverages	
	Iced Tea
	Sodas
Artifx Cafe	
	Herbal Teas
	Matcha Teas
	Espresso
	Doppio
	Cappuccino
	Coffee
	Cafe Lattes
Alcohol Cafe Beverages	
	Irish coffee
	Alcoholic Lattes
	Carajillo
Food	
	Charcuterie
	Soft Pretzels with Beer Cheese



Phase III

Longer Term Projects

The longer term phase will be larger projects that would improve the customer experience, but that require a longer scope. With the City's blessing and permission, we believe there are a number of opportunities at the property that would require some investment and time, but could be outstanding additions. One example is a beer garden. We believe this will be extremely popular - much like beer gardens at the Ravenous Pig and at The Plant Street Market.

It was mentioned in the walk through that the configuration of the putting green, chipping green and space directly behind the clubhouse could be reconfigured, and we believe a beer garden would be an excellent use of a portion of that space. With the right outdoor furniture, some accessories, and some string lights, we could create a great outdoor space that could be used for a variety of activities and programming beyond a beer garden. For instance, we could move the furniture and have a yoga instructor come in periodically to do Yoga on the Lawn, or we could do special event dinners under the stars branded as Dinner Out Standing in the Field. We could also do an outdoor brunch there in the tradition of New Orleans garden brunches. Beignet Brunch with mimosas flights anyone?!?

Another example of a long term improvement is we could add food trucks to increase the variety of cuisine available. In the Milk District, there is a place called A La Cart which has a handful of food trucks serving different styles of food in a hip, fun environment. On a much larger scale, World Food Trucks down by Disney has 58 permanent food trucks and stays busy all the time. Obviously, that is a scale that wouldn't be appropriate for this property and neighborhood, but it demonstrates the demand for food trucks in the right setting. Also, the proprietor of World Food Trucks, Nadeem Battla, is working with Paul (Nadeem and Paul are fraternity brothers from Rollins and have been friends for 30 years) to develop a food truck/ Brewstillery concept in Orlando and Nadeem has offered his assistance and consultation to this project, should his expertise be needed.

It was mentioned during the walk through that the City may consider lighting the driving range so it can be open after dark. We have noticed that other golf courses with lighted driving ranges do a considerable amount of business after dark. If the City executes this improvement, we would have an accompanying marketing plan to roll out with it such that people could have fun eating and drinking before, after or during the time they are hitting balls. It doesn't escape our attention the popularity of venues like Top Golf that wrap a driving range into an enjoyable social experience. We believe that we could work with the City to foster that kind of atmosphere.



Going completely crazy on the "long term ideas for improvement" front, we believe that if the cart storage and charging stations could be relocated to one of the buildings on the east side of the property, the space currently used to park carts could be reallocated to a brewery and restaurant.

A very interesting possibility we could explore in the longer term is that if we licensed a brewery and distillery anywhere on the property of the golf course, we would be able

to serve alcohol under our manufacturing license thereby eliminating the need for the City to hold the 4COP liquor license at that location. The manufacturing license would be the same as what we had on Orange Avenue, but we wouldn't necessarily need all the equipment we had at Orange Avenue because we will be manufacturing at another location.

This would allow the City to either sell the liquor license, (current market value is between \$200,000 and \$300,000) or to transfer that license to another City owned property.

While we have many ideas we believe can improve the customer experience at the same time as it improves revenues, we also understand that the City will have to approve and be supportive of any dramatic changes we propose.

By offering higher-end products in a more luxurious and fun atmosphere with outstanding customer service, we will transform this space into a venue befitting its Winter Park location.

We have done this before. On Orange Avenue we took a former auto body shop and transformed it into a cool place where people wanted to hang out and have a good time. We look forward to the opportunity to similarly elevate this venue.

The elevation of the food and beverage at the Winter Pines Golf Course will significantly improve the golfer's overall experience thereby increasing demand for play at the course.

The totality of the above improvements will not only increase the F&B revenues, but they will make the entire property more relevant, more luxurious, more cool and more fun.



Fee Detail

Base Monthly Rent

If awarded the contract, we understand and agree to pay \$5,000 per month as the Base Monthly Rent.

Percentage of Gross Revenue

If awarded the contract, we understand and agree to pay 2% of gross sales triggering 3% at \$600,000 in revenue. This is in addition to the Base Monthly Rent.

We understand the importance of a patio that can be used as a biergarten and other uses and are willing to invest an amount not to exceed \$50,000 in such patio.

Three Tier Considerations

In an effort to make certain that everyone is in compliance with all rules and regulations, we would advise having a conversation about how the liquor license is held.

As you know, the alcohol industry is regulated by a system of rules, many of which date back to prohibition era and sometimes don't seem to be well adapted to the 21st century business climate. One such rule is the Three Tier System. That system states that there are three tiers of participants in the industry, manufacturers, distributors, and retailers. An individual may only own a stake in one of these tiers.



Because Paul Twyford is an owner within the manufacturing tier, by virtue of his ownership in a brewery and in a distillery, he may not have ownership in the license of either a distributor or in a retailer.

Paul's legal counsel has advised him that because the City of Winter Park will hold the 4COP liquor license as a retailer of alcohol, there should not be a conflict in this case. Counsel additionally advised him that, in an abundance of caution, the City should collect the revenue through the same POS system as the golf course uses and then pay Paul's company its percentage of revenue as a fee for the operation of the F&B rather than having Paul's new entity collect revenues and then remit payment to the City.

If we are awarded the contract, we are confident there is a mutually agreeable way to move forward without risk of violating any rules or regulations.





ATTACHMENT A
Signature Sheet
RFP11-22

The undersigned attests to their authority to execute this submittal and to bind the company herein named to perform as per agreement. Further, by signature, the undersigned attests to the following:

1. The Respondent is financially solvent and sufficiently experienced and competent to perform all of the work required of the Respondent in the contract;
2. The facts stated in the Respondent's response pursuant to this Invitation for Bid are true and correct in all respects;
3. The Respondent has read and complied with, and submits their response agreeing to all of the requirements, terms and conditions as set forth in the Invitation for Bid;
4. Respondent will supply all labor, materials, equipment and supplies as set forth in this Invitation for Bid;
5. Respondent understands that all information listed above may be checked by the City of Winter Park and Respondent authorizes all entities or persons listed in submittal to answer any and all questions. Respondent hereby indemnifies the City of Winter Park and the persons and entities listed above and holds them harmless from any claim arising from such authorization or the exercise thereof, including the dissemination of information pursuant thereto.

Respondent agrees to provide myCOI with all necessary insurance documents. Respondent verifies that the following email address is current, monitored, and is acceptable for City use.

Respondent Email: paul@wpdistilling.com

Submitted on this 22nd day of March, 2022.

Company: Bear and Peacock

Name: Paul Twyford

Address: P.O. Box 2878, Winter Park, Florida 32790

Phone: 321-285-9492 Email: paul@HiddenPotentialFlorida.com

Authorized Signature: *Paul D. Twyford* Print: Paul D. Twyford

Title: Owner Date: 3/21/22

Addendum Acknowledgement

The respondent shall acknowledge obtaining **all** addenda issued to this formal solicitation from the City's website by completing the blocks below. Failure to acknowledge all addenda may be cause for rejection of the response.

Addendum No. _____

Date Issued: _____

Addendum No. _____

Date Issued: _____



ATTACHMENT B

Drug-Free Workplace Affidavit

RFP11-22

The undersigned respondent, in accordance with Florida Statute 287.087 hereby certifies that

Bear and Peacock Tap Room does the following:

Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the Drug-Free statement.

Notify the employees that as a condition of working on the commodities or contractual services that are under bid, employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or no lo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this business complies fully with the above requirements.

Authorized Signature: 

Print: Paul D. Twyford

Title: Owner

Date: 3/21/22

**ATTACHMENT C****Affidavit of E-Verify Requirements Compliance
RFP11-22**

I, the duly authorized representative/agent of Bear and Peacock Tap Room hereinafter referred to as Successful Respondent, by this Affidavit attest to the following:

The Successful Respondent acknowledges that Section 274A of the Immigration and Nationalization Act and other relevant provisions of law prohibit the employment of unauthorized aliens; that the U.S. Department of Homeland Security has established an E-Verify System that allows employers to verify employee eligibility in an efficient manner; and that the Office of the Governor of the State of Florida has issued Executive Order 11-116, encouraging public agencies not under the control of the Governor to include as a provision of contracts for the provision of goods or services a requirement that contractors and subcontractors utilize the E-Verify System to verify employee eligibility. Successful Respondent hereby affirms and agrees that Successful Respondent is in compliance and shall at all times comply with Section 274A of the Immigration and Nationalization Act and other provisions of law with respect to the hiring of unauthorized aliens. Successful Respondent shall verify the eligibility of its current and prospective employees utilizing the U.S. Department of Homeland Security's E-Verify System during the term of this Agreement. Successful Respondent shall include in all contracts with subcontractors related to this Agreement a provision requiring the subcontractor to comply with Section 274A of the Immigration and Nationalization Act and other provisions of law with respect to the hiring of unauthorized aliens and to verify the employment eligibility of all the subcontractor's current and prospective employees using the U.S. Department of Homeland Security's E-Verify System. The Successful Respondent shall maintain records showing its compliance with the requirements of this paragraph, and shall provide copies of all such records to the City upon request. Failure to comply with any requirement of this paragraph shall constitute a breach of this Agreement for which the City may immediately terminate the Contract without penalty. In the event of such breach or termination, the Successful Respondent shall be liable to the City for any costs incurred by the City as a result of the breach.

IN ACCORDANCE WITH § 837.06, FLA. STAT., SUCCESSFUL RESPONDENT ACKNOWLEDGES THAT WHOEVER KNOWINGLY MAKES A FALSE STATEMENT IN WRITING WITH THE INTENT TO MISLEAD A PUBLIC SERVANT IN THE PERFORMANCE OF THEIR OFFICIAL DUTY SHALL BE GUILTY OF A MISDEMEANOR OF THE SECOND DEGREE, PUNISHABLE AS PROVIDED IN § 775.082 OR § 775.083, FLA. STAT.

Authorized Signature: 

Print: Paul D. Twyford

Title: Owner

Date: 3/21/22



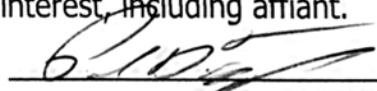
ATTACHMENT D

Non-Collusion Affidavit of Prime Respondent

RFP11-22

STATE OF FloridaCOUNTY OF OrangePAUL DANIEL TWYFORD, being duly sworn, deposes and says that:

1. Person is Paul Twyford of Bear and Peacock, the respondent that has submitted the attached response.
2. Person is fully informed respecting the preparation and contents of the attached solicitation and of all pertinent circumstances respecting such solicitation.
3. Such solicitation is genuine and is not a collusive or sham solicitation.
4. Neither the said respondent nor any of its officers, partners, owners, agent representatives, employees or parties in interest including this affiant, has in any way, colluded, conspired, or agreed, directly or indirectly, with any other respondent, firm or person, to submit a collusive or sham response in connection with the Agreement for which the attached response has been submitted or to refrain from bidding in connection with such Agreement, or has in any manner, directly or indirectly, sought by Agreement or collusion or communication or conference with any other responder, firm or person to fix the price or prices in the attached solicitation or of any other respondent, or to fix any overhead, profit or cost element of the proposed price or the proposed price of any other responder, or to secure through any collusion, conspiracy, connivance or unlawful Agreement any advantage against the City of Winter Park, Florida, or any person interested in the proposed Agreement.
5. The price or prices quoted in the attached response are fair and proper and are not tainted by any collusion, conspiracy, or unlawful Agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties of interest, including affiant.


 Authorized Signature
Owner

Title

 Sworn to and subscribed before me by means of ☒ physical presence or ☐ online notarization,
 this 21 day of MARCH 20 22.

 Personally known ☒ OR Produced identification Florida Davis Lueane.

 Notary Public - State of FLORIDA My commission expires 8/12/2024

(Printed typed or stamped Commissioned name of Notary Public)


 PEDRO L. RIVERA
 Notary Public
 State of Florida
 Comm# HH031603
 Expires 8/12/2024

Procurement Division

CITY OF WINTER PARK, FLORIDA



- Section 944.35 (3) - inflicting cruel or inhuman treatment on an inmate resulting in great bodily harm
- Section 944.40 - escape
- Section 944.46 - harboring, concealing, or aiding an escaped prisoner
- Section 944.47 - introduction of contraband into a correctional facility
- Section 985.701 - sexual misconduct in juvenile justice programs
- Section 985.711 - contraband introduced into detention facilities

SECTION 3: CERTIFICATION

I hereby certify that I will utilize FDLE Computerized Criminal History (CCH) system in accordance with the terms governing the use of the system to confirm eligibility of the individuals being assigned and prior to assignment with the City. In accordance with s. 837.06, Florida Statutes, I understand and acknowledge that whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of their official duties shall be guilty of a misdemeanor in the second degree, punishable as provided in s. 775.082 or s. 775.083, Florida Statutes.

Bear and Peacock Tap Room

Firm/Company

Owner

Title
[Signature]

Signature

Sworn to and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 21 day of March 2022.

Personally known ☒ OR Produced identification Florida Davis Lunn

Notary Public - State of Florida My commission expires 8/12/2024

(Printed typed or stamped Commissioned name of Notary Public)



PEDRO L. RIVERA
Notary Public
State of Florida
Comm# HH031603
Expires 8/12/2024

[Signature]



ATTACHMENT E

**Sworn Statement Under Section 287.133(3)(a), Florida
Statutes, on Public Entity Crimes
RFP11-22**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to _____
by Paul Twyford
for Bear and Peacock Tail Room
whose business address is P.O. Box 2878, Winter Park, FL 32790
and (if applicable) its Federal Employer Identification Number (FEIN) is 47-5353349 (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement): _____
2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133 (1)(a), **Florida Statutes**, means:
 1. A predecessor or successor of a person convicted of a public entity crime; or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.



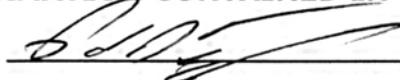
3. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity.
4. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
5. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **[indicate which statement applies.]**

☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. [attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



 Authorized Signature

Sworn to and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 21 day of MARCH 2022.

Personally known ☒ OR Produced identification Honora Dwyer Lumsden

Notary Public - State of FLORIDA My commission expires 8/12/24

(Printed typed or stamped Commissioned name of Notary Public)



PEDRO L. RIVERA
 Notary Public
 State of Florida
 Comm# HH031603
 Expires 8/12/2024





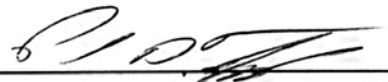
Attachment F

**Public Records Act/Chapter 119 Requirements
RFP11-22**

Successful Respondent agrees to comply with the Florida Public Records Acts to the fullest extent applicable, and shall, if this engagement is one for which services are provided by doing the following:

1. Successful Respondent shall keep and maintain public records that ordinarily and necessarily would be required by the public agency in order to perform the service;
2. Successful Respondent shall provide the public with access to such public records on the same terms and conditions that the public agency would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes or as otherwise provided by law;
3. Successful Respondent shall insure that public records that are exempt or that are confidential and exempt from the public record requirements are not disclosed except as authorized by law; and
4. Successful Respondent shall meet all requirements for retaining public records and transfer to the public agency, at no cost, all public records in possession of the Successful Respondent upon termination of the contract and shall destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to the public agency in a format that is compatible with the information technology systems of the City.

The parties agree that if the Successful Respondent fails to comply with a public records request, then the City must enforce the contract provisions in accordance with the contract and as required by Section 119.0701, Florida Statutes. Notwithstanding any other requirement herein stated, the Successful Respondent shall comply fully with the requirements of Florida Statutes 119.0701.

Authorized Signature: 

Print: Paul D. Twyford

Title: Owner

Date: 3/21/22

State of Florida

Department of State

I certify from the records of this office that THEBANDP LLC is a limited liability company organized under the laws of the State of Florida, filed on September 22, 2015.

The document number of this limited liability company is L15000160736.

I further certify that said limited liability company has paid all fees due this office through December 31, 2021, that its most recent annual report was filed on April 8, 2021, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twentieth day of March, 2022*



Ronald R. De
Secretary of State

Tracking Number: 7874314147CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

3/18/2022

Mr. Paul Twyford
Bear and Peacock Brewery
1288 N Orange Ave
Winter Park, FL 32789

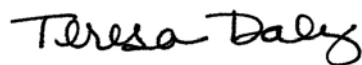
Dear Mr. Twyford,

As the director of the UCF Center for Autism and Related Disabilities, I was excited to hear about your plan to provide employment for adults living with autism spectrum disorders as part of your proposed project for the golf course. It is encouraging to see local businesses committing to improve employment outcomes for individuals with disabilities through partnerships with local resources. UCF CARD has more than 17,00 families registered with us, and more that 5000 are adults. Many of our adults live in the metro-Orlando area and are employable with training and support. UCF CARD would be happy to source and provide vocational support for individuals with autism and related disabilities who are seeking work in the Winter Park area.

By increasing acceptance and understanding of our autistic population, we benefit both the individuals we are developing as employees and tax-paying citizens, but also our community as it becomes more autism friendly. These individuals will be loyal workforce for those seeking to increase diversity and inclusion in our communities.

I applaud your efforts and wish you the best of luck in your proposal. We stand ready to help, and will look forward to continuing our collaboration.

Sincerely,



Teresa Daly, PhD., BCBA-D
Director

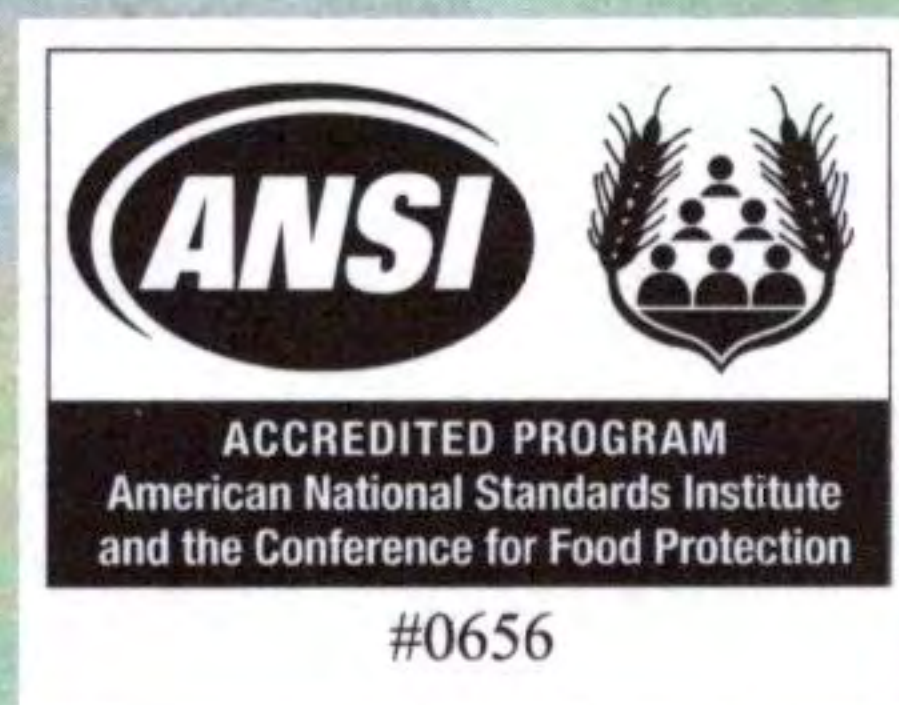
Food Service Sustainability at Winter Pines Golf Club

Like the City of Winter Park, we see sustainability as vital for the long-term livability of our community and the long-term viability of our business. Food service can play a significant role in the sustainability of operations, from proper waste management to more efficient energy and water usage.

We see a number of opportunities for the food concession at the Winter Pines Golf Club to be more sustainable in its operations. We assume that, as a property of the City of Winter Park, the golf course will participate in the Sustainability Programs that the city offers, particularly in the areas of Waste Diversion and Recycling, Natural Resources and Systems and Buildings, Energy and Water. As operators of the food and beverage concession, we intend to do our part in engaging with the new golf course management on these issues.

There are some specific opportunities that we intend to research and implement during the first year of operations.

- We will engage with Rollins College to conduct a sustainability assessment of our operations. We have already engaged with student teams in the exploration of the carbon footprint of some of our spirits products. We will extend this engagement into broader areas of sustainability, with emphasis on waste-to-landfill reduction and sustainable sourcing of products.
- We will immediately begin to seek out sustainable alternatives to the Styrofoam cups in use by the previous operator and to explore renewable or biodegradable options for plates and utensils, such as bamboo or plant-derived “bioplastics”.
- We will immediately replace the existing coffee offerings with coffees that are sustainably sourced through our partnership with Artifx Cafe. These include Organic-grown Mexican coffees and Costa Rican coffees that employ some of the latest techniques of regenerative and nature-friendly agriculture.



NATIONAL REGISTRY OF FOOD SAFETY PROFESSIONALS®

CERTIFIES

ERIC S DELAGARZA

HAS SUCCESSFULLY SATISFIED THE REQUIREMENTS FOR THE

FOOD SAFETY MANAGER

UNDER THE

CONFERENCE FOR FOOD PROTECTION STANDARDS

PRESIDENT:

LAWRENCE J. LYNCH, CAE

ISSUE DATE: MARCH 7, 2022

EXPIRATION DATE: MARCH 7, 2027

CERTIFICATE No: 21807942

TEST FORM: EXE101

This certificate is not valid for more
than five years from date of issue.

6751 Forum Drive, Suite 220, Orlando, FL 32821

P (800) 446-0257 F (407) 352-3603 www.NRFSP.com

National Registry of Food Safety Professionals®

MAINTENANCE EQUIPMENT LIST

- BEDKNIFE FACING TOOL
- DRILL PRESS
- TORCH AND GAUGES
- DELTA 10 TABLE SAW
- ELECTRIC WELDER
- MIG WELDER
- SISIS MS/4 MULTI-SLIT
- CHAINSAW
- AIR COMPRESSOR
- VERTI-DRAIN MUSTANG D7117
- MASSEY FERGUSON TRACTOR
- PRESSURE WASHER
- FOLEY BEDKNIFE AND REEL GRINDER
- RYAN SODCUTTER
- FERTILIZER SPREADER
- TORO 4300 GROUNDSMASTER
- GREENSMaster 3150
- FLY MOWER
- 2009 TORO WORKMAN W/ CANOPY
- 2013 FORD F-150
- 2009 CLUB CAR TURF 2 UTILITY VEHICLE
- JOHN DEERE SPRAYER
- (2) REELMASTER 5510-D
- TRU TURF ROLL-N-SPIKE GREENS ROLLER
- GREENSMaster 3150-Q
- PROCORE WALK BEHIND AERIFIER
- 2012 PROPASS TORO TOP DRESSER
- (2) 2015 TORO GREENS MOWER
- (2) 2020 HAULER 1200
- 2020 HAULER RANGE PICKER
- 2019 5 GANG RANGE PICKER
- 2021 3100 TORO DECK MOWER
- 2021 TORO WORKMAN WITHOUT CANOPY

Winter Pines Golf Club

	2016	2017	2018	2019	2020	9 mo's end 2021
Sales:						
Greens Fees - Memberships	956,340	869,016	797,170	919,328	1,282,457	971,850
Driving Range	165,835	161,697	165,482	164,386	225,659	188,022
Pro Shop Merchandise	147,821	124,194	102,972	105,480	122,163	96,656
Snack Foods	128,584	118,666	108,534	109,448	113,151	94,761
Beer	70,700	73,777	67,694	79,286	122,409	88,877
Liquor	22,488	22,239	20,793	28,413	35,850	29,751
Draft Beer	25,101	19,651	21,876	19,392	16,411	13,596
Miscellaneous	116	568	5,919	1,192	1,272	997
Total Sales	1,516,985	1,389,808	1,290,440	1,426,925	1,919,372	1,484,510
Cost of Goods Sold:						
Driving Range	7,225	17,415	8,732	9,853	25,161	6,268
Pro Shop Merchandise	93,762	78,619	60,319	63,526	66,190	53,938
Snack Foods	41,595	38,218	36,921	37,668	41,506	35,216
Beer	29,285	31,947	30,487	33,229	51,773	35,122
Liquor	4,728	4,497	4,254	6,078	7,345	7,400
Draft Beer	9,542	7,978	5,931	7,459	5,155	5,206
Wages	486,013	441,121	437,634	400,482	438,408	320,510
Taxes - Payroll	43,986	37,979	38,309	40,329	45,688	35,549
Total Cost of Goods Sold	716,136	657,774	622,587	598,624	681,226	499,209
Gross Profit	800,849	732,034	667,853	828,301	1,238,146	985,301
Overhead:						
Bank Charges	26,092	21,958	23,416	28,046	42,489	39,073
Cart Paths/Bridges/Tees	4,746	2,500	827	-	5,993	-
Compensation of Officers	16,771	20,250	21,443	82,398	99,238	71,261
Drainage and Irrigation	11,680	12,436	10,104	27,337	6,750	3,528
Electricity and Water	25,185	31,441	32,599	27,477	30,040	21,258
Entertainment	586	-	40	-	378	297
Fertilizer/Chemical/Sand	87,395	85,186	80,277	82,889	71,265	51,420
Gas and Oil	15,231	17,192	18,836	18,823	17,023	14,890
Insurance - General	22,945	24,296	23,238	27,127	35,079	34,067
Insurance - Hospitalization	50,080	49,039	38,106	46,784	32,928	20,645
Insurance - Workers Comp	8,830	10,103	9,660	7,506	7,760	7,287
Legal and Accounting	9,545	7,325	12,718	6,925	12,310	7,350
Local Taxes and Licenses	34,234	35,156	37,622	38,705	38,690	30,443
Penalties	-	75	-	-	-	-
Postage and Telephone	5,431	7,822	6,140	6,138	6,283	4,893
Promotion Expenses	4,065	17,211	17,599	3,417	147	4,430
Rental Equipment	297	-	-	585	10,739	5,300
Repairs and Maintenance	24,396	21,518	104,406	19,240	34,075	24,261
Sundry Administration	4,395	4,356	4,513	5,293	6,626	5,339
Supplies and Services	65,273	71,251	62,373	87,066	84,156	45,389
Total Overhead	417,177	439,115	503,917	515,756	541,969	391,131
Other Income/(Expenses)						
Gain/Loss on Sale of Equipment	-	(3,763)	-	91,464	200	(3,717)
PPP Loan Forgiveness	-	-	-	-	110,405	-
Insurance Proceeds	-	25,262	7,000	-	-	-
Depreciation	(159,201)	(103,547)	(59,486)	(221,707)	(129,249)	(55,186)
Interest Expense	(11,689)	(13,973)	(9,297)	(5,143)	(8,427)	(3,758)
Total Other Income/(Expense)	(170,890)	(96,021)	(61,783)	(135,386)	(27,071)	(62,661)
Net Profit	212,782	196,898	102,153	177,159	669,106	531,509
Profit per Tax Returns	215,413	202,732	104,293	280,754	560,591	
Add backs/(Deducts):						
Property Taxes	34,234	35,156	37,622	38,705	38,690	30,443
Depreciation	159,201	103,547	59,486	221,707	129,249	55,186
Interest Expense	11,689	13,973	9,297	5,143	8,427	3,758
Sale of Equipment	-	3,763	-	(91,464)	(200)	3,717
Insurance Proceeds	-	(25,262)	(7,000)	-	-	-
PPP Loan Forgiveness	-	-	-	-	(110,405)	-
	205,124	131,177	99,405	174,091	65,761	93,104
Profit available to city for debt and reinvestment	417,906	328,075	201,558	351,250	734,867	624,613

Golf course revenue management: A study of tee time intervals

Sheryl E. Kimes

School of Hotel Administration
Cornell University

Lee W. Schruben

Industrial Engineering and Operations Research
University of California at Berkeley

KEYWORDS: *revenue management, golf, simulation*

ABSTRACT

Golf courses have two strategic levers, round duration control and demand-based pricing that they can deploy in a revenue management programme. Before embarking on a revenue management programme, golf courses must first clearly define their capacity. This study uses simulation to study the most controllable factor of capacity: the tee time interval. Intuitively, reducing the interval between parties will lead to an increase in revenue; however, this paper shows that interval reductions may actually lead to decreased revenue.

Research in revenue management (RM) has previously addressed the theoretical and practical problems facing airlines and hotels, among other industries, but has given little attention to the golf course industry (Kimes, 1989; Weatherford and Bodily, 1992). The golf course business is similar enough to hotel and airline operations that golf courses should be able to apply RM principles (Kimes, 2000).

Industries using RM generally measure their performance by calculating their revenue (or contribution) per available time-based inventory unit. For example, hotels calculate their revenue per available room-night (RevPAR), airlines determine their revenue per available seat-mile (RevPAS), and restaurants rely on revenue per available seat-hour (RevPASH). Based on this logic, golf courses should measure their revenue per available tee-time (RevPATT), but the

definition of availability is not as precise as in other industries. The number of available tee times is affected by both controllable and uncontrollable factors. Controllable factors include the length of a round of golf, the dispatching rule used, maintenance and the tee time interval. Uncontrollable factors include the number of hours of daylight and weather. Unless golf course operators have a clear definition of their capacity, they will not be able to measure the performance of their RM systems.

This paper focuses on the most easily controllable factor affecting course capacity: the tee time interval. A dynamic simulation model was developed, which can be used to quantify the trade-offs in determining an appropriate tee time interval. Intuitively, reducing the time interval between parties might lead to an increase in throughput and revenue; however, tee time interval reductions may amplify the effects of the variations in pace of play and result in a reduced RevPATT.

REVENUE MANAGEMENT

Revenue management is the application of information systems and pricing strategies to allocate the right capacity to the right customer at the right place at the right time (Smith et al., 1992). In practice, RM has meant setting prices according to predicted demand levels so that price-sensitive customers who are willing to purchase at off-peak times can do so at favourable prices, while price-insensitive customers who want to purchase at peak times will be able to do so. The application of RM has been most effective when it has been applied to operations that have the following characteristics: limited capacity, predictable demand, perishable inventory, varying customer price sensitivity, appropriate cost and pricing structure, and demand that is variable and uncertain (Kimes, 1989; Cross, 1997) Those attributes are generally found in some form or another in the golf course industry (Kimes, 2000).

Golf courses possess many of the characteristics that call for RM, but there is little evidence of managers using a strategic approach for deploying the demand management mechanisms at hand.

Although some golf courses use demand based pricing (Stabile, 2000) and others have adopted pace of play systems (United States Golf Association, 2002), very few courses have adopted a unified and systematic approach to RM. A successful RM strategy is predicated on effective control of customer demand. Two strategic levers for golf course RM are available: duration management and demand-based pricing (Kimes and Chase, 1998).

Different industries are subject to different combinations of duration control and variable pricing (see Figure 1). Industries traditionally associated with RM (hotels, airlines, car-rental firms and cruise lines) are able to apply variable pricing for a product that has a specified or predictable duration (Quadrant 2). Cinemas, performing-arts centres, arenas and convention centres charge a fixed price for a product of predictable duration (Quadrant 1), while golf courses, restaurants and most Internet service providers charge a fixed price but face a relatively unpredictable duration of customer use (Quadrant 3).

Some health-care services charge variable prices (e.g. HMOs, Medicare versus private pay), and some may try to control the duration of use (Quadrant 4). The lines dividing the quadrants are broken because, in reality, no fixed demarcation point exists between quadrants. Thus, an industry (such as golf) may have attributes from more than one quadrant.

Figure 1: Strategic levers of RM

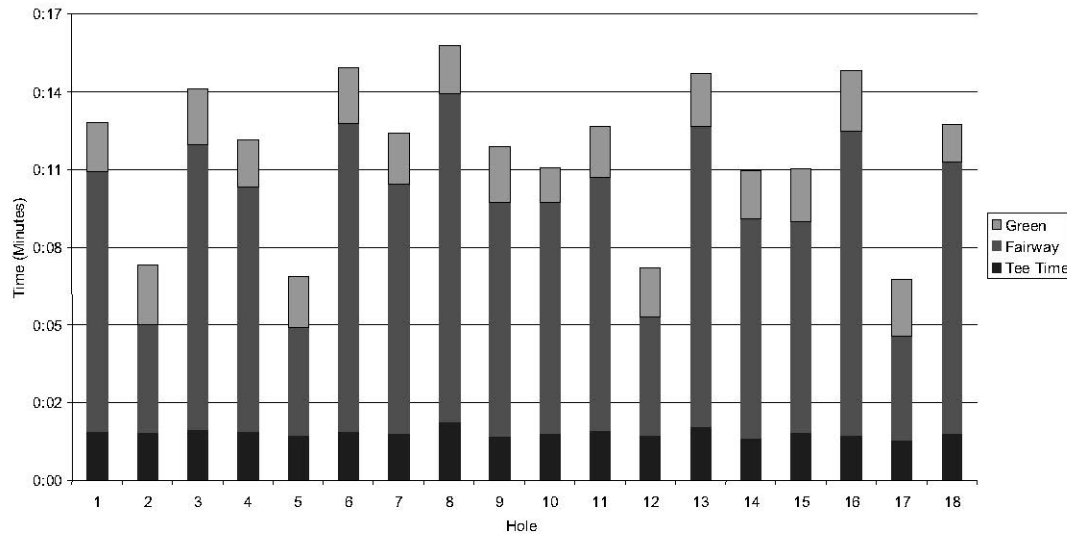
		Price	
		Fixed	Variable
Duration	Predictable	Quadrant 1: Theatres Stadiums/Arenas Convention Centres	Quadrant 2: Hotels Airlines Rental Cars Cruise Lines
	Unpredictable	Quadrant 3: Restaurants Golf Courses Internet Service Providers	Quadrant 4: Health Services

Golf course operators can use round duration control and variable pricing to help maximise their revenue per available tee time. Round duration can be managed by reducing the uncertainty of arrival, by reducing the uncertainty of duration or by reducing the tee time interval. Variable pricing can be implemented by developing optimal prices and by setting rules to determine who is charged which price. These techniques have been thoroughly discussed in an earlier paper (Kimes, 2000).

Regardless of the RM tools selected, a golf course must first determine its capacity. As mentioned above, the definition of golf course capacity is not straightforward, and is strongly affected by the tee time interval used, the speed of play, the hours of operation, the course design and management practices. This paper uses simulation to study the capacity and revenue impact of a reduced tee time interval. All other factors (speed of play, hours of operations, course design and management practice) were held constant.

Reducing the tee time interval may increase capacity and revenue. Intuitively, if the amount of time between parties can be reduced, more customers can be accommodated and revenues could be increased. Consider a golf course that is open for 10 hours. If the golf course reduces a 10- minute tee time interval down to an 8- minute tee time interval, the capacity of the course (measured in starts) will increase by 25 per cent. This tactic will not offend a departing customer and should please the customers who are waiting to play, but may cause an increase in course congestion at bottleneck holes due to variations in the pace of play. Golf courses using 8-

Figure 2: Average time by hole



and 9- minute tee time intervals report no difficulty with customers honouring the sometimes-unusual starting times.

Unfortunately, arrival and duration uncertainty may confound the revenue potential from a reduced tee time interval. If players arrive late for their tee time, if a party shows up with fewer people than expected (shrinkage) or if a party does not show up at all, the potential benefits of tee time interval are reduced. Furthermore, without knowing the capacity of the course, it is not possible to set a reasonable tee time. In addition, if the playing time of customers within a party varies or if playing time of parties on the course has high variability, bottlenecks can occur and the theoretical capacity limits may be reduced.

Most golf courses schedule parties at 8–12-minute intervals. Some alternate between one interval and another (for example, alternate between 8- and 9- minute tee time intervals). Some resorts charge price premiums for courses with a long tee time interval and offer discounts for courses with a shorter tee time interval. The question of what the optimal tee time interval is has not yet been addressed and is the focus of this research.

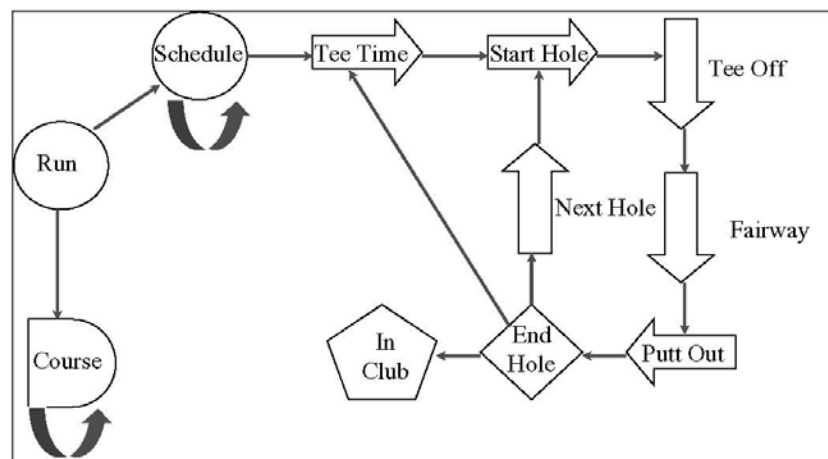
THE STUDY

To parameterise the simulation model, a time study on 90 players was conducted (Delgado-Muerza, 2000). The tee-off time, the fairway time and the green time for each player

were recorded for each of the 18 holes. Average and standard deviations for each hole for the tee-off time, fairway time and green time were calculated (see Figure 2).

An event-based simulation model was built to address the questions (Figure 3). The time study data in Figure 2 were used to parameterise the model. Since this study is illustrative and the data specific to a particular course, probability distributions (truncated normal) were fit to the various times. Since the variances of play times observed in the time study were small, these will have little impact on the qualitative results of the study. Of course, the data will differ for individual courses, and distribution fitting would be an important part of the study. Since the purpose of the research was to study the impact of reduced tee time intervals, course design, hours of operation, playing time and management policies were held constant. Experiments were then run to compute performance statistics for various tee time intervals.

Figure 3: Simulation model



In this model, players were scheduled at designated tee time intervals and were allowed to tee-off at hole 1 if there were no more than two parties currently playing the hole. If there were more than two parties, the new party was required to wait in the clubhouse.

Once a party teed off on the first hole, they moved to the fairway, then on to the green. When all players in the party had sunk their ball, the party moved on to the next hole. Again, if there were more than two parties playing the next hole, the arriving party could not start until one of the other parties completed the hole. The party would then proceed through the course until completing the 18th hole.

Model parameters

The simulation had four input parameters: time of operation, average lateness, standard deviation of lateness, and tee time interval. For this study, the focus was on the impact of different tee time intervals. The simulated course was open for 10 hours, meaning that the latest tee time could be no later than 10 hours after the course opening (for example, a course that would schedule tee times between 6 am and 4 pm). On average, customers were assumed to arrive on time (mean lateness=0 minutes) with a standard deviation of lateness of 1 minute. Separate experiments were conducted for eight different tee time intervals (8, 9, 10, 11, 12, 13 and 14 minutes). A hundred days of operation were simulated for each tee time interval. The simulation model was fast enough that sufficient replications were made to make the variance of the performance measures collected (all averages) insignificant.

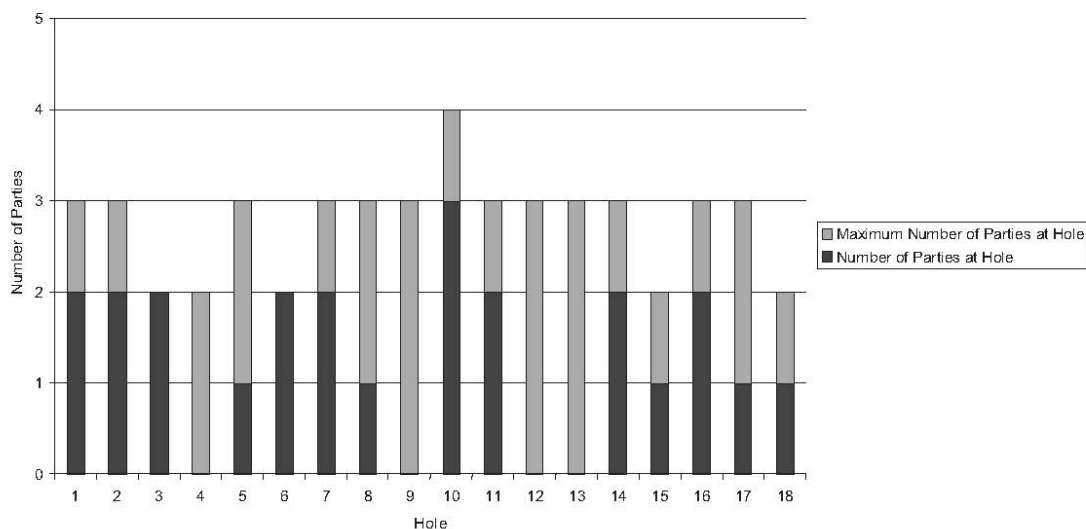
Variables measured

Three variables were traced for each party: throughput time, play time and wait time. Throughput time was defined as the time from when the party was scheduled to begin play to when they had completed the last hole. Play time was measured as the difference between when the party actually teed off on the first hole and when they had completed hole 18. Wait time was the difference between throughput time and play time and represented the amount of time players had to wait before beginning play. Three other variables, the clear time, the maximum clubhouse queue and the number of parties, were traced for each day of operation (10-hour period). The clear time was the time from when the course opened until the last party had completed play. The maximum clubhouse queue was the maximum number of parties in the clubhouse who could not begin play because of bottlenecks on the first hole. The number of parties represented the number of parties who began play during the 10-hour open period.

RESULTS

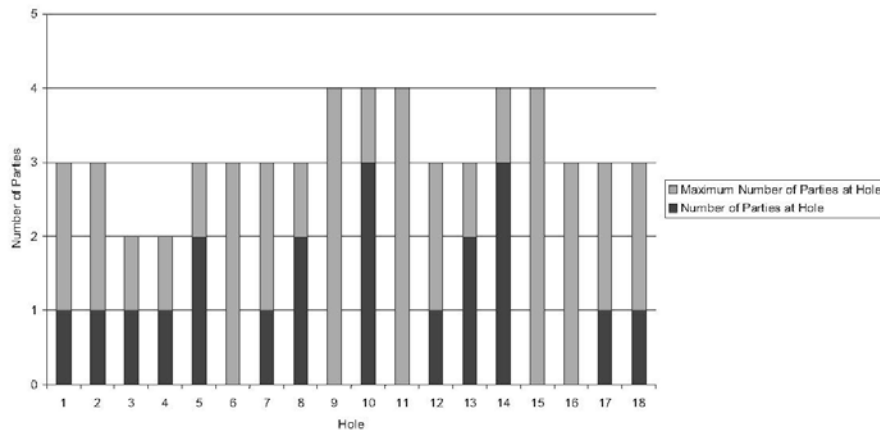
In the simulation, a simple dynamic bar graph was used to track the progress through the course. The number of parties currently at the hole and the maximum number of parties ever at the hole were both tracked and could be viewed over time. For example, at $t=300$ minutes (after 5 hours) (Figure 4), there were two parties at holes 1–3, none at hole 4, one at hole 5, two at holes 6 and 7, one at hole 8, none at hole 9, three at hole 10, one at hole 11, none at holes 12 and 13, two at hole 14, one at hole 15, two at hole 16, and one at hole 17 and 18. The maximum number of parties ever at holes 1, 2, 4, 7, 8, 9, 11, 12, 13, 14, 16 and 17 was three; at holes 3, 4, 6, 15 and 18 it was two, and at hole 10 it was four. Hole 10 was located directly after the mid-course break, and many parties stopped for a snack and a drink before beginning hole 10.

Figure 4: Course activity: 300 minutes



After 400 minutes, the parties had moved on (Figure 5). Holes 1, 2, 3, 4, 7, 12, 17 and 18 each had one party; holes 6, 9, 11 and 15 had two parties; and hole 10 had three parties. The maximum number of players ever at a hole had increased, with holes 1–8, 12–13 and 16–18 each having a maximum of three parties, and holes 9–11 and 14–15 a maximum of four parties.

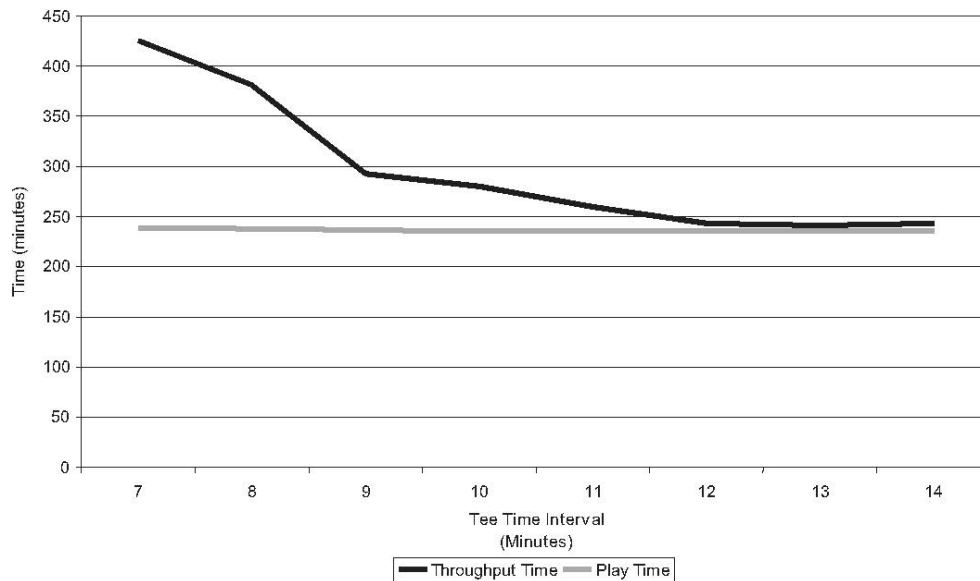
Figure 5: Course activity: 400 minutes



Play time, throughput time and wait time

Theoretically, the bottleneck hole in this course was hole 8, with an average party play time of 16 minutes and 7 seconds. Elementary queuing theory principles indicate that, since up to two parties are allowed to play a hole at the same time, there cannot be a tee time interval of less than about 8 minutes without causing the queue to become unstable, with parties arriving at a faster rate than they can play this hole. The rate at which hole 8 can accommodate parties (about one new party every 8 minutes) has to be lower than the rate at which they are allowed to tee off. The average play time (the time from when the party actually teed off on the first hole until they had completed hole 18) was between 235 and 239 minutes regardless of the tee time interval (Figure 6). This is due to the filtering effect of holes before the 8th hole in preventing the eventual congestion at this bottleneck hole — much like a metering light on a motorway. The throughput time (the time from when the party was scheduled to begin play to when they had completed the last hole) was approximately 248 minutes for tee time intervals of 12–14 minutes, but increased at lower tee time intervals. At a tee time interval of 11 minutes, the throughput time increased to 260 minutes; at 9 minutes, 293 minutes; and at 7 minutes, increased sharply to 425 minutes as the queue became unstable. The wait time increased dramatically at tee time intervals less than 9 minutes.

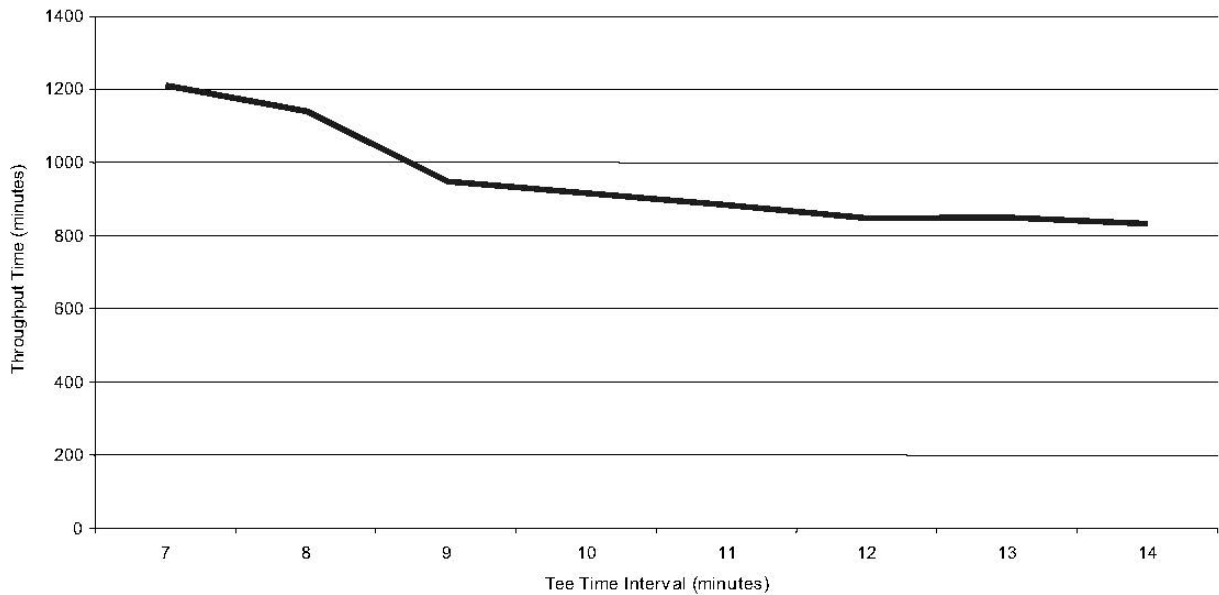
Figure 6: Impact of tee time interval on play time and throughput time



Clear time

The total time to clear all players was approximately 840 minutes (14 hours) for tee time intervals of 11–14 minutes, but increased sharply for tee time intervals of less than 9 minutes (Figure 7). When the tee time interval was 7 minutes, it took over 1,200 minutes (20 hours) for all parties to complete play — clearly infeasible. This again indicates that the system has become unstable when more parties were allowed to start at a faster rate than could be handled at the bottleneck hole.

Figure 7: Clear time by tee time interval



Clubhouse queue

Not surprisingly, the queue of parties waiting to begin play increased as the tee time interval decreased (Figure 8). At tee times of 12 minutes or more, only one or two parties on average were forced to wait to begin play. At an 11-minute tee time interval, the queue increased to four parties; at 10 minutes, eight parties; at 9 minutes, nine parties; at 8 minutes, 25 parties; and at 7 minutes, 32 parties. Clearly, tee time intervals of less than 9 minutes would not work well at the subject course.

Parties served

The theoretical capacity (the number of parties scheduled) does not necessarily match the realised capacity (the number of parties served) because of variations in playing time and the number of hours of daylight. The realised capacity (the number of parties who teed off within 10 hours) varied from 43 parties with a 14-minute tee time interval to 45 parties with a 13-minute tee time interval and remained fairly steady at about 51 parties for all lower tee time intervals (Figure 9). Even though the theoretical capacity with a 7-minute tee time interval was over 80, only 51 parties were able to begin play before 10 hours of opening. Even though more players

can be scheduled with a shorter tee time interval, the variability in playing time prevents this schedule from being executed successfully.

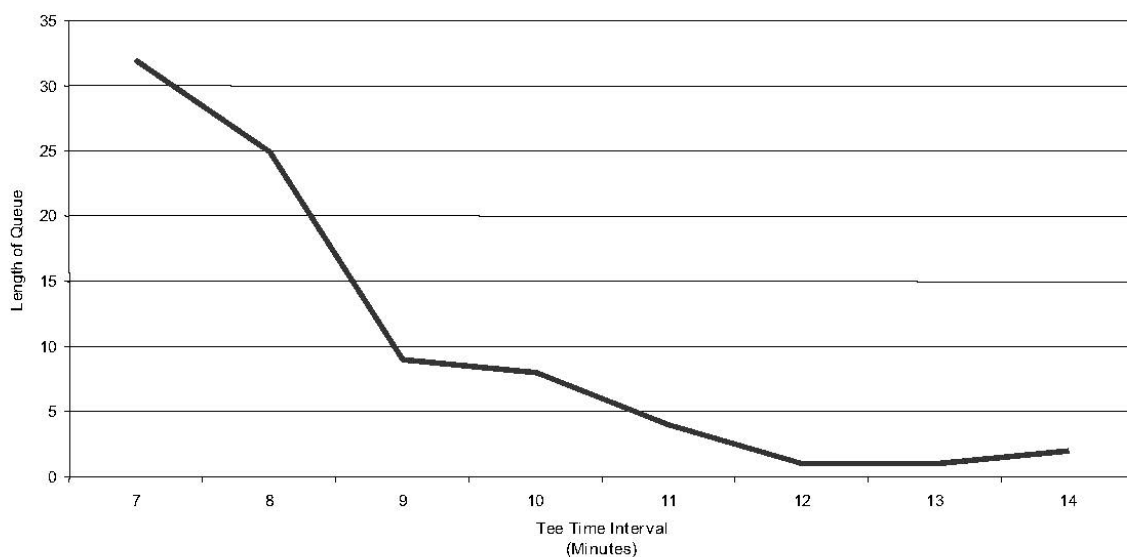
FUTURE RESEARCH AND CONCLUSIONS

Based on a study such as this, a golf course manager can determine an optimal tee time interval. It could specify the maximum amount of time it would want customers to wait and then derive the minimum tee time interval that would provide that level of service. At the golf course studied, management thought that the maximum revenue constrained by customer satisfaction probably occurs around an 11-minute tee time interval. The number of parties accommodated (and hence the revenue) was about the same for both 10- and 11- minute tee time intervals, but the wait for the 11-minute tee time interval was significantly shorter, resulting in higher customer satisfaction. This study indicates an important point: a course cannot operate too near its theoretical capacity when there is variability in pace of play or arrival times.

This study concentrated solely on manipulating the tee time interval. Future research will address the revenue and throughput impact of reductions in playing time, changes in management policies (i.e. required use of carts) and changes in course design.

The capacity of the golf course must be estimated before any successful RM strategy can be implemented. This paper has illustrated how a dynamic computer simulation model can be

Figure 8: Maximum clubhouse queue by tee time interval



used to determine an appropriate tee time interval for a golf course by accounting for such factors as variability in demand and pace of play. The practical capacity of a course can be considerably lower than the theoretical course capacity one might compute using elementary queuing theory. Simulation experiments can also be used to study the impact of such changes in policy as changing to an optimal party size, allowing short-loop play, permitting split-day scheduling, and dynamic routing — determining the sequence in which a party plays the holes to minimise congestion and thus maximise throughput and revenues while maintaining a high level of customer satisfaction.

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SENSITIVITY ANALYSIS - PINES

	2020 Actual	2021 Actual	Baseline Average Last Two Years	5% Reduction in Play	10% Reduction in Play	15% Reduction in Play	20% Reduction in Play	5% Increase in Play
Assumptions:								
Rounds	65,126	64,177	64,652	61,419	58,186	54,954	51,721	67,884
Revenue per round	\$ 29.47	\$ 31.00	\$ 30.23	\$ 30.23	\$ 30.23	\$ 30.23	\$ 30.23	\$ 30.23
Variable Costs Per Round	\$ 3.68	\$ 3.91	\$ 3.80	\$ 3.80	\$ 3.80	\$ 3.80	\$ 3.80	\$ 3.80
Fixed Cost	\$ 944,886	\$ 926,430	\$ 935,658	\$ 935,658	\$ 935,658	\$ 935,658	\$ 935,658	\$ 935,658
Sensitivity:								
Revenue	\$1,919,263	\$1,989,171	\$ 1,954,579	\$1,856,850	\$1,759,121	\$1,661,392	\$1,563,663	\$2,052,308
Fixed Costs	\$ (944,886)	\$ (926,430)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)
Variable Costs	\$ (239,664)	\$ (251,227)	\$ (245,501)	\$ (233,226)	\$ (220,951)	\$ (208,676)	\$ (196,401)	\$ (257,776)
Interest Cost (based on year 3)			\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)
Net Income/(Loss) before amortization of debt	\$ 734,714	\$ 811,514	\$ 580,825	\$ 495,371	\$ 409,917	\$ 324,463	\$ 239,009	\$ 666,279
Amortization of Debt (based on year 3)			\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)
Net Cash Flow			\$ 245,825	\$ 160,371	\$ 74,917	\$ (10,537)	\$ (95,991)	\$1,001,279
5% Across the Board Rate Increase Analysis:								
Revenue			\$ 2,052,308	\$1,949,692	\$1,847,077	\$1,744,462	\$1,641,846	\$2,154,923
Fixed Costs			\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)
Variable Costs			\$ (245,501)	\$ (233,226)	\$ (220,951)	\$ (208,676)	\$ (196,401)	\$ (257,776)
Interest Cost (Based on Year 3)			\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)
Net Income/(Loss) before amortization of debt			\$ 678,554	\$ 588,214	\$ 497,873	\$ 407,533	\$ 317,193	\$ 768,894
Amortization of Debt (based on year 3)			\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)
Net Cash Flow			\$ 343,554	\$ 253,214	\$ 162,873	\$ 72,533	\$ (17,807)	\$ 433,894
10% Across the Board Rate Increase Analysis:								
Revenue			\$ 2,150,037	\$2,042,535	\$1,935,033	\$1,827,531	\$1,720,029	\$2,257,539
Fixed Costs			\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)	\$ (935,658)
Variable Costs			\$ (245,501)	\$ (233,226)	\$ (220,951)	\$ (208,676)	\$ (196,401)	\$ (257,776)
Interest Cost (Based on Year 3)			\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)	\$ (192,595)
Net Income/(Loss) before amortization of debt			\$ 776,283	\$ 681,056	\$ 585,829	\$ 490,602	\$ 395,376	\$ 871,510
Amortization of Debt (based on year 3)			\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)	\$ (335,000)
Net Cash Flow			\$ 441,283	\$ 346,056	\$ 250,829	\$ 155,602	\$ 60,376	\$ 536,510



Winter Pines Golf Course Advisory Board

agenda item

item type	Action Items	meeting date	April 25, 2022
prepared by	Kesha Thompson	approved by	
board approval			
strategic objective			

subject

Meeting Day & Time Selection

motion / recommendation

background

alternatives / other considerations

fiscal impact