

# Scope of Work – Golf Retail

## OVERVIEW

This scope provides justification for authorizing contracts to support a streamlined procurement process, defined as a purchasing approach that allows golf operations to procure necessary retail inventory without requiring Small Purchase Orders (SPOs) for purchases exceeding \$25,000, while still utilizing the City's standardized quote, requisition, purchase order, and invoicing processes.

This approach is necessary to support the ongoing purchase of essential retail items for the four (4) City of Atlanta golf courses: Alfred "Tup" Holmes, Chastain Park, Browns Mill, and Candler Park.

The anticipated contract is a three (3) year term with two (2) one-year renewal options to ensure continuity of supply, revenue streams, and operational consistency across all four facilities.

The City-operated golf courses serve a high-volume customer base seven days a week, including daily fee play, leagues, tournaments, school programs, and public recreation users. To support this level of activity, the facilities must maintain consistent access to essential golf retail items that meet industry standards and customer expectations.

## PRODUCT SCOPE AND VENDOR STRUCTURE

This scope includes commonly sold products necessary to support daily golf course operations. Product categories include, but are not limited to:

- **Golf Retail Products:** Industry-standard merchandise such as golf balls, tees, gloves, towels, divot tools, hats, clubs, and other basic golf accessories.
- **Catalog Access:** The contract will require access to vendors' full product catalogs, recognizing that SKUs, product offerings, and availability evolve throughout the contract term.

To ensure adequate coverage and specialized supply, this scope will necessitate that multiple vendors be awarded contracts by product category. A single supplier will not be expected to provide all items.

All products supplied must meet the following standards:

- Recognized national or regional brands are preferred.
- Retail items must be appropriate for public-course golf operations.
- No formal sustainability standards are required under this scope.

## INVENTORY CONSISTENCY AND SERVICE LEVEL EXPECTATIONS

These products are considered core amenities at both public and private golf facilities. Unavailability results in diminished customer experience, reduced competitiveness, and service delivery that does

not align with industry norms. Inventory consistency will be measured using par levels established by Golf Operations.

To support these standards:

- Orders may be placed up to once weekly, based on inventory levels and participation demand.
- Maximum lead times are defined as: delivery within thirty (30) days of order placed

Failure to meet these expectations negatively impacts customer satisfaction, professional appearance, and long-term patron retention.

## **MERCHANDISING, PRICING, AND OPERATIONAL REQUIREMENTS**

This contract is primarily intended for product supply only. Vendors are not expected or required to provide merchandising support services as part of this scope.

Pricing will not be fixed for the full contract term. Instead, pricing is expected to be indexed to market benchmarks, based on the advertised catalog wholesale price, allowing costs to adjust in response to market conditions while maintaining transparency and protecting golf revenue streams.

The City will follow all applicable City and State guidelines related to serving restricted or limited items. These requirements are operational in nature and do not impose additional procurement restrictions under this scope.

## **ORDERING AUTHORITY, THRESHOLDS, AND STANDARDIZATION**

Anticipated order sizes vary by season and demand and may include:

- Up to \$100,000 per order for retail merchandise serving all four courses

Having vendors on contract eliminates repeated micro-purchases and/or SPO's that lead to inventory shortages.

All four golf courses will follow standardized purchasing guidelines, with final product approval granted by the General Manager of Golf Services or designee. Facilities may place separate orders and maintain individual delivery schedules based on operational needs.

We envision a simplified ordering process option such as vendor portal access for online catalog ordering or email-based orders via vendor representatives. No system integration is required.

## **PERFORMANCE METRICS AND SUBSTITUTIONS**

Formal performance metrics will be incorporated into the contract, including:

- On-time delivery compliance as defined by maximum lead times in previous section
- Minimum 95% product availability based on order fill rate

- Maximum 5% defective product rate
- Vendor responsiveness, with designated point-of-contact responding within two (2) business days

This scope does not specify exact brands or products. Vendors are expected to provide access to their catalogs, and product selections or alternatives will be identified during the quoting process. Automatic substitutions are not expected or required; substitutions will be evaluated and approved by golf purchasing representatives as part of normal procurement procedures.

## **REVENUE PROTECTION AND DATA CONSIDERATIONS**

Retail sales are key revenue sources that directly support golf's operational budget. These items have strong, reliable sales performance and positive margins, making consistent stocking critical to financial sustainability.

While historical sales data by course can be provided, prior purchasing limitations have prevented the courses from offering the volume and variety anticipated under this contract. As such, historical data may underrepresent actual demand. The budget for retail is \$500k annually.

Consistent, flexible procurement is critical to eliminating stockouts, increasing average customer spending, and ensuring the financial sustainability of all four golf facilities.

## **CONCLUSION**

Approval of this contract is essential to maintaining reliable inventory, meeting customer service standards, and protecting revenue streams. This approach enables the City's golf courses to operate efficiently, competitively, and in alignment with public expectations for modern municipal recreation facilities.