

## SCOPE OF WORK- OAK KNOLL GOLF COURSE (OKGC)

### Request for Proposals (RFP) **DRAFT**

Ashland Parks and Recreation Commission

#### **GENERAL INFORMATION ON Oak Knoll Golf Course:**

Since 1927, golfers of all abilities have appreciated our challenging layout and beautiful setting. Owned by the citizens of Ashland, with control and management by Ashland Parks & Recreation Commission,<sup>1</sup> Oak Knoll Golf Course (OKGC) is Southern Oregon's only municipal golf course — OKGC has been an integral part of the Ashland community since 1927. The par 36, 9-hole golf course is open year-round, and features a covered tee area to the driving range, practice areas, including chipping and putting greens, walking trails and a clubhouse with event space and restaurant/bar.

OKGC sees approximately 25,000 visitors per year and is open year-round. Oak Knoll Golf Course is a popular spring, summer and fall attraction for all ages and is a great venue for events of all types. Oak Knoll Golf Course currently hosts several golf tournaments, youth and adult golf programs and many non-golf events.

#### **CRITERIA for PROPOSAL:**

Ashland Parks and Recreation Commission (APRC) is seeking proposals from qualified individuals, organizations, or entities for managing operations at Ashland's golf course. Proposers can be a public or private entity and will be responsible for addressing the following **Criteria** within the proposal:

- A. Continuity of Current Operations:** The proposal must prioritize the preservation of the current golf course and ensure that golfing at OKGC remains attractive, challenging, and affordable to the community. Proposers must detail their proposal for management of OKGC Club House Operations, and shall include, but are not limited to the following usual and customary operations:
1. Marketing of all golf facilities and programs.
  2. Managing the OKGC and clubhouse operations, driving range, building operations, golf cart and storage operation and golf programs.
  3. Planning, budgeting, accounting, personnel, and other administrative services in support of OKGC operations, as well as other services normally associated with the operation of public golf courses in a municipal and community setting.
  4. Continued support and marketing of all special interest and golf programs offered currently and historically by APRC at OKGC. These programs include, but are not limited to junior golf programs, men's and women's golf leagues and tournaments and golf instruction programs, concert series, events, etc.:

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<sup>1</sup> Ashland City Charter, Article 19, Section 3, states: *"The said Park Commission shall have control and management of all the lands here dedicated for park purposes and of all other lands that may hereafter be acquired by the City for such purposes."* The OKGC, and its subject land, is controlled and managed by the Park Commission (APRC), although title is held by the City of Ashland. Contracts between APRC and the successful proposer shall be by and through the City of Ashland, as holder of title; however, APRC maintains control and management of said land and all operations on said land, including any contracts for future management of OKGC.

5. Proposed financial arraignment between proposer and APRC, which shall include payment for the use of golf carts, grounds, structures, facilities, and any other equipment currently owned by APRC for which the proposer intends to use as part of ongoing operations.
  6. Proposal for OKGC player rate setting criteria and proposer's response to the process/involvement that APRC will have in setting rates.
  7. Proposed ancillary and complimentary uses at OKGC, such as pickle-ball and/or tennis courts, public and private events, facility rentals, restaurants must be shown to promote the primary purpose of continuity of current operation.
- B. Improving financial stability and sustainability:** propose a financial proposal/arrangement that is beneficial for both the partner entity as well as APRC, with consideration for the primary goal of preserving OKGC as a community golf course and enhancing ancillary offerings to support the financial sustainability of OKGC.
- C. Generating Social and Economic Activity:** propose a plan for improving OKGC social and economic standing as a destination for a range of social and recreational activities.

A significant benefit of the OKGC and its location is the contribution to the local economy. OKGC is close to several hotels and area attractions including the Lithia Park, downtown Ashland, Emigrant Lake and many lifestyle outlets and attractions. The potential for drawing a wide customer base to the south end of Ashland and OKGC is evident. OKGC is situated among a residential golf community featuring 100+ homes, some of which are directly on the golf course. Care should be taken to acknowledge impacts and advantages to the Oak Knoll neighborhood in proposals.

- D. Maintenance & Protecting the Environment and Operational Concepts.** The successful proposer will be expected to manage OKGC and all its operations consistent with modern management trends in the golf industry.
1. Proposer must address methodology and proposal for:
    - a. Turf operations, meaning agronomic and horticultural practices.
    - b. (If proposer assumes to lease equipment from APRC) Maintenance of the motorized equipment used for that purpose, implementation of the APRC and COA's fleet maintenance standards and preventative maintenance services for the fleet and the facilities, fences, cart paths, buildings, garages, and storage spaces.
    - c. Providing qualified managers and employees necessary for the maintenance services at the golf facilities.
    - d. Maintaining all turf and landscaping.
    - e. Maintaining all buildings and equipment; and,
    - f. Payment to the City each month for the use of golf course vehicles, tractors, mowers, and other maintenance equipment (If proposer assumes to lease equipment from APRC).

APRC desires to offer the public challenging playing conditions, carefully manicured greens, fairways and tees and all other golf services that may be sought OKGC users.

1. Proposer must document a plan for maintenance and initial capital investment that addresses impacts from drought and current conditions of OKGC.

- a. The proposal must address current maintenance issues at OKGC, including drought, greens and tee boxes condition, cart path and other deferred maintenance issues.
  - b. An ongoing program to reach higher levels of sustainability will add to efficiencies, continue to reduce costs, and not only improve the golf course but may serve as an example to other courses around Southern Oregon.
  - c. Options for improvements that utilize leasing or partnering with APRC on capital and maintenance will be considered.
- E. Familiarization with OKGC and the Ashland community:** In addition to showing an expertise in the elements of running a successful golf operation, proposers should demonstrate an understanding of the Ashland community and the OKGC neighborhood. The proposer should be prepared for citizen involvement in the management of OKGC and describe an outreach plan for any major capital improvements or increase in users of the course that involves the Ashland community and surrounding neighborhood.
- F. Creativity and ability to execute the proposal:** Proposals should show creativity in the exercise of programs and management practices to achieve the goals of this RFP and shall demonstrate the ability of proposer to execute the operational, social, business, and environmental plans being proposed. Please include a statement regarding your ability to fully implement the proposal. What are the barriers?

**Proposed Term of Agreement:** Suggested 5-year agreement with option to renew 5-years at a time.

**Proposal Timeline:** RFP process should be advertised and open for at least one-month with one, on-site meeting and tour to include relevant APRC staff.

Suggested dates for RFP:

Wednesday February 1, 2023, through Monday March 6, 2023.

## **SELECTION PROCESS**

Selection will be based on the **criteria** detailed below.

1. Continuity of Current Operations: 15 points
2. Improving financial stability and sustainability/business strategy: 20 points
3. Generating Social and Economic Activity: 10 points
4. Maintenance and Protecting the Environment: 20 points
5. Familiarization with OKGC and the Ashland Community: 15 points
6. Creativity and ability to execute the proposal: 20 points

### **100 possible points**

- A panel of Ashland Parks and Recreation staff and up to two Commissioners will review and score proposals.
- Finalist(s) will participate in an in-person interview. All associated personnel that handle on-site operations at the golf course must also pass background check before executing agreement.

- Upon selection, the awarded finalist will be required to enter into a signed agreement with Ashland Parks and Recreation Commission that includes criteria for required insurance, licensing, and payment arrangement.
- Finalist will be expected to comply with City of Ashland rules and regulations to fully execute the agreement.

APRC reserves the right to reject all proposals, to waive formalities or to accept any proposal which appears to serve the best interest of APRC.