

England Economic and Industrial Development District

Management, Operations and Maintenance of the Oakwing Golf Club in Alexandria, LA



Responses due July 23, 2021 at 2:00 PM CST

REQUEST FOR QUALIFICATIONS

**Management, Operations and Maintenance of the Oakwing
Golf Club, Clubhouse, Restaurant and Bar and Oversee of
Planned Renovation**

England Economic and Industrial Development District
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** The Authority reserves the right to make adjustments to the noted schedule as necessary.*

INTRODUCTION

The England Economic and Industrial Development District (hereafter, “England Authority”) is pleased to offer an exceptional and exciting opportunity for a well-qualified individual, firm, or joint venture of individual firms (hereafter, “responder”), to enter into a fee-for-service agreement for the management, operation, and maintenance of the Oakwing Golf Club, Clubhouse, Restaurant and Bar & Grill and supervision of a planned renovation. The Authority is requesting qualified responders to submit qualifications to provide golf course and pro shop operations, golf course maintenance, food, beverage and banquet services, and facility maintenance and supervision of a planned renovation.

Oakwing Golf Club, an 18-hole public golf facility, is owned by the England Authority. The facility consists of one 18-hole championship golf course, driving range, maintenance facility and clubhouse. The golf course dates back to 2002 when it was developed by the Authority as a vehicle to enhance the economic development of England Airpark. It is the mission of the England Authority to drive the Central Louisiana regional economy by redeveloping the former England Air Force Base into a vibrant multi-modal commerce center and community. Located on campus is Alexandria International Airport, a Part 139 commercial airport serviced by American, Delta and United airlines, numerous office, manufacturing and warehouse facilities, a staging base for military training/transfer operations, day-care center, golf course, bowling alley, university campus, retirement community, and general housing. Oakwing Golf Club is part of Louisiana’s Audubon Golf Trail, and receives statewide support in marketing and promotions.

The Authority’s vision for the Oakwing Golf Club is that it will be the public golf course of choice in the Central Louisiana Area. It will be recognized by the golfing community and residents of the Authority as providing a superior golf experience through effective management of pro shop operations, golf course maintenance, clubhouse, and food and beverage services. Two or more Private Entities may collaborate on a response to this RFQ; however, a single Private Entity must be designated to contract with the Owner. The singular Private Entity will be responsible for performance under any potential future contract. The Authority desires to obtain the best financial arrangement for the course while maintaining a high standard of operation and maintenance and oversee a planned renovation.

Tentative Timeline for Selection *

RFQ issued to qualified responders	June 8, 2021
Deadline to submit questions prior to Pre-bid Meeting	June 17, 2021
Pre-bid meeting at Oakwing Golf Club (or via Zoom)	June 22, 2021
Question deadline	June 29, 2021
Addendum issued (if needed)	July 7, 2021
Written responses due to England Authority	July 23, 2021, 2:00 p.m.
Response reviews/evaluations	August 2021
Interviews and final selection	August 2021
Negotiation of Agreements	September 2021
Deadline to have operator in place	October 1, 2021 (on or about)

**The Authority reserves the right to make adjustments to the above noted schedule as necessary.*

All responses received by the deadline will be evaluated on experience and the completeness and quality of the content. Only those responders providing complete information as required will be considered for further evaluation and negotiation of a contract.

The Authority shall designate an evaluation committee to review, compare and analyze all responses. A short list of the most qualified responders may be selected by the Authority for oral interviews and negotiation. The responder who submits a response determined to represent the best qualifications and experience, demonstrated competence, and addresses the specific elements identified in the RFQ may be selected as a finalist and may be invited to an interview with the Authority to continue further in the negotiation process. For the purposes of evaluating the responses, the evaluation committee may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating RFQ responses.

COURSE BACKGROUND

The Oakwing Golf Club is a public golf course located in a parkland setting with rolling topography and the appropriate support amenities (clubhouse, cart storage, maintenance, etc.). As of October 2020, the Oakwing Golf Club facility includes the following key components:

- An 18-hole championship golf course with all commonly associated modern amenities (newer greens, multiple tee boxes, cart paths, on-course services, etc.).
- Extensive practice amenities including a driving range with 40-45 hitting stations, short-game practice area with practice bunker and a practice green, all ideal for beginning golfers and growing the game in Alexandria / Central Louisiana Region.
- 5,500 square foot (sf) cart building for storage of up to 75 carts.
- 11,000 sf maintenance building with two structures for storing maintenance equipment and housing maintenance staff.
- Full-service 8,800sf clubhouse that includes a pro shop, restaurant area, restrooms, offices and a small conference / meeting room.
- Additional acreage for parking lot and unused open space.

The Authority has operated Oakwing Golf Club via lease contract with a private vendor since its inception in 2002. This independent 3rd-party has been in charge of the day-to-day operation of the facility and responsible for operating expenses and most of the business risk. As the lessee, the current operator is also responsible for course maintenance and capital improvement, but has made little to no investment in the property. At present, the Authority derives income from a 50% split of net revenues with the lessee and is contributing approximately \$300,000 per year to support the course operations, covering items such as equipment/cart leases and various golf maintenance supplies. The Authority believes a fee-for-service management agreement will improve the operation and profitability of its golf course and offer a better return on its investment.

Oakwing Golf Club produced total top-line revenue of just under \$1.16 million in 2019, despite hosting fewer than 22,000 rounds leading to a much higher average revenue per round (\$53.76 at Oakwing Golf Club in 2019). Appendix 1 and 2 include additional details on rounds and revenue at Oakwing Golf Club for the last five years of operation.

The overall property condition has been good, but the facility does have some capital needs. A recent report by the National Golf Foundation (NGF) identified some \$740,000 to \$1.0 million in needed capital upgrades, including drainage improvements, tee enhancements and a full

bunker renovation & reduction program (report available to prospective bidders upon request). Investment in these items was deemed as “required for Oakwing Golf Club to remain competitive” in the local golf market, help to reduce expenses, and maximize the volume of play the facility is capable of hosting. **The oversight of these enhancements will be part of the selected vendor’s scope of services to the England Authority.**

SCOPE OF SERVICES

The England Authority is seeking a partner to manage and maintain the Oakwing Golf Club. The selected vendor will also be responsible for overseeing a renovation of facilities, to be commenced sometime in late 2021 and completed in 2022. The primary areas of service the Authority is seeking includes golf operations, golf and facility maintenance, renovation oversight, and management of clubhouse and banquet services. Operations and Management would begin on or about October 1, 2021.

The Authority’s goals include:

- Maximizing the return on its asset, and minimizing the Authority’s financial risk associated with the golf course;
- Having all course management, operations, and maintenance activities performed professionally and with minimal Authority operational support;
- Preserving the physical condition of the course as a valuable asset to help stimulate development within the England Authority property;
- Providing golf facilities and amenities that are open and available to the public through affordable daily use fees or pre-paid (member) fees

The proposer’s work will be performed under a management agreement, for a specified term tentatively commencing on or around October 1, 2021. The Authority envisions that the successful proposer would be paid a fixed fee to provide services, plus an additional percentage of revenue as incentive for strong performance. The Authority’s desired outcome is the seamless delivery of golf, maintenance, facility management, and food, beverage and banquet services.

The selected proposer must have staff with a demonstrated ability to work in harmony with each other, the golfing community, banquet and food service customers, Authority staff and administration, and the general public to meet golf course facility goals and customer expectations. The proposer must also have a qualified golf staff who stay current with golf industry practices and trends, implement current standards of turf maintenance, hold insect and pesticide applicators licenses, and are knowledgeable of environmental issues and mitigations. The selected proposer must also provide qualified food and beverage staff who stay current on industry food preparation standards and trends.

The selected proposer will work cooperatively with Authority staff in the development of the Authority’s operating and capital budgets and shall prepare monthly updates of budget status, business performance, and future activity plans.

Representatives of the selected proposer shall meet at such times as may be required with representatives of the Authority to review performance under the agreement, review monthly financial reports, and discuss overall management and operation, as well as marketing strategies of the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill.

Specific Scope of Work

The following description is provided as a minimum guideline only. The operator shall be expected to work with the Authority to clarify and finalize a detailed scope of services described within each of the following business units:

Golf Course Operation

Procure all materials, labor, tools, equipment, furnishings, inventory, supplies and services required for the proposer to manage all professional services for the golf course, driving range, practice areas, golf pro shop, cart storage and other areas of golf operations at the highest level of service. Ensure the availability and use of a sufficient number of trained personnel each day of the year that the golf course is open.

Specific areas of professional services include, but are not limited to: processing tee time reservations and tee sheet management; clubhouse merchandising, on-course player assistance; provision and maintenance of golf car fleet; enforcement of golf course rules and regulations; facilitation of play during operating hours; tournament and outing promotion and reservations; golf instructional program; support for men's and women's clubs/leagues and youth programs; providing oversight and working cooperatively with the food and beverage staff; developing and implementing golf course and clubhouse marketing strategies; collecting and accounting for all fees received; and appropriate cash handling and reporting.

A qualified, experienced, full-time manager shall directly oversee and implement all golf facility operations. A qualified, experienced, full-time member of the Professional Golfers Association (PGA) shall be on staff in the operation of Oakwing Golf Club (does not have to be the manager). The Oakwing Golf Club is open to the public on a daily, year-round basis. The successful operator will also be responsible for marketing and guest relations, promotions, staff training, and special events.

Golf Course and Facility Maintenance

Procure all materials, labor, tools, equipment, licenses, supplies and services required for the proposer to maintain the golf course property in a manner that promotes and supports operations in accordance with the highest golf course maintenance standards and at established frequencies. Ensure availability and use of sufficient number of trained personnel each day of the year that the golf course is open. Specific areas of care and maintenance include all those common to golf course maintenance.

The operator will be responsible for all standard golf course maintenance activities, including green mowing, fairway mowing, rough mowing, seasonal aeration and top dressing of greens, tees, and fairways, tree trimming and chipping, weed abatement, bunker cleaning, watering as appropriate on a regular basis, irrigation operation and repair, fertilization of turf, maintaining the turf areas at the driving range, pest control, maintenance of landscaping/horticulture adjacent to and around the clubhouse building, entryways and parking lot, plowing, course cleaning and repairing after major storms, maintenance of the golf facility, equipment maintenance and repair, any and all necessary seasonal adjustments and responses to changes in weather, and other industry standard maintenance activities throughout the golf complex. The operator will have specific knowledge of the care and maintenance of green repair.

Duties will also include implementing and managing an Integrated Golf Course Management Plan (for chemicals and pest management) and satisfying all environmental requirements

related to the maintenance of a golf course and the adjacent open space lands and trails. A qualified, experienced, full-time Class A member of the Golf Course Superintendents Association of America (GCSAA) shall directly supervise all golf course maintenance. The operator will maintain all areas of the facility according to local, and State clean water, hazardous material, and safety regulations.

Clubhouse and Food & Beverage Services

Operate the clubhouse and banquet center facilities using a sufficient number of trained personnel so as to assure that the golf course and restaurant / bar & grill is open year-round. The selected vendor must obtain all required licenses to properly operate a food & beverage venue in Louisiana (liquor, health, etc.). The vendor will be expected to develop and grow food & beverage business, procure and maintain all materials, labor, supplies, services, furniture, food and beverage inventory, and kitchen and dining equipment and accessories required to provide a high-quality food and beverage experience and to attract the maximum volume of business available.

Specific areas of responsibility include, but are not limited to, managing all food preparation and service facilities; menu planning and development; providing high quality golf course food and beverages; operating a golfer's restaurant facility; managing special events; providing on-site banquet catering services; coordinating tournament food and beverage services; operating on-course snack cart services; developing and implementing marketing strategies; working cooperatively with the golf course staff; collecting and accounting for all revenues, cash handling and reporting; and maintaining the clubhouse interior, including all interior restrooms and lobby areas.

Oversee Property Enhancement and Renovation

Oakwing Golf Club is currently planned for renovation and improvement in the early stages of this new management agreement. In order to maintain the highest quality golf course conditions, the England Authority is planning to undertake some upgrades to basic infrastructure (drainage, ponds) and complete improvements to golf features (tees, bunkers, turf quality). The successful respondent is expected to provide oversight and support for these enhancements, some of which may require a partial or complete shutdown of Oakwing Golf Club facilities. Having appropriate golf staff to provide architectural and/or golf design support is a plus for respondents. The improvements planned for Oakwing Golf Club include:

- **Drainage** enhancements that provide new topsoil, grading change, feature shaping, drain pipes, and grassing. The most significant of these projects will be on hole #7, which will almost certainly have to close for its renovation.
- **Bunker renovation** and/or reduction program to reduce the number of bunkers, reduce the size of remaining bunkers and limit the penal design in select locations. The total bunker project would involve reducing 64,500 sf of bunkers to around 35,000 sf.
- **Cart path and bridge** improvements through re-paving of cart paths throughout the golf course. The five bridges will be re-surfaced and inspected for structural integrity.
- **Water features** will be cleaned and ponds deepened with new lining to secure volume, plus detailed edging.
- **Tees** will be improved through levelling and turf improvements. A new forward tee course will be added to provide a more playable course (new 'ladies' tee).

- Fairway smoothing and re-grassing of **holes #14-16** to provide smooth golf conditions. This project may require the closing of holes for extended period of time.
- Completion of **basic improvements** to restrooms, flooring, fixtures, furnishings and equipment + some HVAC enhancement in the **clubhouse**.
- Basic repairs and upgrades to the **maintenance building**.
- Potential for **additional improvements** identified by selected vendor.

SUBMISSION INSTRUCTIONS

Qualifications submitted in response to this RFQ should comply with the format, and contain the information, presented below in order to be considered for review. Failure to comply will hinder the Owner's ability to accurately and fairly compare submittals. Failure to comply may result in disqualification.

Qualifications are to be bound and printed on standard 8.5"x11" letter-sized paper, one-side only. Content of TABS 1 through 12 below are subject to a forty (40) page maximum. All text, pictures, photographs, charts, graphs, tables and other information that the Private Entity deems appropriate for review is to be included in the forty-page maximum page limit. Front and back covers, tab dividers, the cover letter, table of contents, and key personnel resumes are not included in the forty-page limit.

Submit ten (10) bound hardcopies plus one unbound original (clearly marked ORIGINAL on cover). The original hardcopy cover letter must contain original signature(s) of Officer(s) with authority to legally bind the Private Entity. In addition, Private Entity shall submit an electronic copy of the entire proposal on a standard USB flash drive device (as one single Adobe PDF scan file, locked to prevent editing).

Required components of the proposal follow. TABS do not count towards total page count. Do not include any other sections, TABS or related information:

Response Content Outline

(each requirement is explained in detail below)

Front Cover

TAB 1: Transmittal Letter

Table of Contents

TAB 2: Executive Summary

TAB 3: Responder's Description

TAB 4: Responder's Vision

TAB 5: Qualifications and Responsibilities of Key Personnel

TAB 6: Responder's Qualifications and Capabilities

TAB 7: Description of Proposed Services

TAB 8: Financial Statements

TAB 9: Administrative and Operational Support Capabilities

TAB 10: Business References

TAB 11: Community Outreach

TAB 12: Experience with Capital Improvements

TAB 1 - Transmittal Letter

The letter will express the respondent's interest in management and operation of the golf course, maintenance, and food service at the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill. A legal representative of the responder, authorized to negotiate contractual matters, must sign the transmittal letter. Depending on the respondent's organizational structure, the following procedures shall be followed:

Responder	Transmittal Letter Process
Individual	Signed with the full name of the responder and his/her address shall be given.
Partnership	An authorized general partner shall sign letter with the partnership name and the full name and address of each general partner shall be given.
Joint Venture	Signed with the full name and address of each member thereof.
Corporation	Signed by the president and secretary in the corporate name, and the corporate seal (if available) shall be affixed.

TAB 2 - Executive Summary

The response will include a concise (no more than four (4) pages) synopsis of the response and its benefits to the Authority in general, and the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill, specifically. Specific points the responder may want to highlight include the responder's understanding of, and vision for, the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill, the responder's qualifications and experience, and a description of the responder's capabilities that pertain to this RFQ and that distinguish the responder from other potential respondents. The summary may also describe the anticipated organizational structure at the Oakwing Golf Club and the reporting relationships within that organization (particularly between the golf and the food/beverage/banquet side) and the overall reporting relationship with the Authority.

TAB 3 - Responder's Description

The response will include the name, address, telephone number, web site, and e-mail address for the respondent's primary contact with the Authority during the review and selection process.

TAB 4 - Responder's Vision

The response shall also include a general narrative description of the responder's overall philosophy, operating principles, and approach to the operation of golf facilities, and specifically,

the vision for, and approach to, operating the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill.

TAB 5 - Qualifications and Responsibilities of Key Personnel

The response will include a description of the responder's key personnel, as follows:

- **Firm Overview** - A brief overview of the firm, including the names and roles of all officers of the responding firm, any knowledge of the England Authority or Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill, and experience and ability in working with public entities. Provide a brief company history including date founded, number of employees, company headquarters location and operating locations, and past projects and accomplishments. Responders may also provide any other general information that the Respondent believes is appropriate to assist the Authority in its evaluation.
- **On-Site Team** - An overview and organizational structure of the on-site management team, resumes of individuals who will work at Oakwing Golf Club (if known at this time), and how the project team will report to the District. Resumes should include information about each individual's relevant background, qualifications and experience conducting similar golf course management. If staff are not known at this time, the response shall provide a job description and statement of skills that will be applied to the recruitment of these positions, and a recruitment plan that also describes the involvement (if any) of the District in the process.
- **Staffing Plan** - A staffing plan for the specific areas of responsibility at the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill, including golf course maintenance, golf course and driving range operations, clubhouse and banquet services, and facility management. The staffing plan shall include specific proposed staffing levels in different seasons of the year, and different days of the week. The staffing plan shall also include a summary overview of the qualifications for the individuals responsible for delivery of services at the Oakwing Golf Club. The responder is encouraged to evaluate current District staff as part of the staffing process.
- **Transition Plan** - The response shall include a plan for a working with the current operator on the transition (if a transition to a new operator is to occur) and the extent to which incumbent pro shop, maintenance, and food and beverage staff will be considered for possible retention.

TAB 6 - Responder's Qualifications and Capabilities

A description of the responder qualifications shall include, but is not limited to, experience and references of similar work performed in the last five (5) years. The responder's experience shall be evidenced by demonstrating exceptional performance within contracts of similar scope. The response shall include a description of the responder's specific experience as follows:

- A description of why the responder's qualifications and capabilities are the best fit for the District.
- List showing operating experience in this industry of the last five (5) years, including reference names and contact information. Include an overview of what your firm/team believes are important considerations for managing, operating, and maintaining Oakwing Golf Club and its amenities.

- A listing of all golf course operations managed by the respondent within the last five years (with the name, address, phone number, web site and primary responsible contact at each golf course), an overview of the management responsibilities, and specifically whether the work involved golf operations, maintenance, food and beverage, or a combination of the three;
- A separate listing of all golf course food and beverage operations managed by the respondent within the last five years (with the name, address, phone number, web site and primary responsible contact at each golf course), an overview of the management responsibilities, and specifically whether the work involved for food and beverage and/or banquet services;
- Names and contact information for all facilities, method of operation (e.g., management contract, lease, etc.), annual facility gross revenue at each facility, dates of contract, compensation structure, dates of actual operation and reasons for contract termination, if applicable;
- Specific examples of successful approaches used by the responder within each of the business units to effectively deliver exceptional service to enhance the overall experience and improve customer service, while also effectively managing costs and building revenue. These examples shall include the demonstrated results of these approaches over time;
- Specific examples of successful approaches used by the responder to develop positive and collaborative relationships with the municipality or other ownership entity, the food and beverage operator (if not under the respondent's supervision), the golfing community, and the neighbors, and systems used to increase golf play, golf-related food and beverage operations, and event bookings, including creative marketing strategies, and the demonstrated results over time;
- Programs for ongoing education and training of the responder's golf operations and maintenance staff and the food and beverage staff, and the demonstrated results over time.
- Specific examples of properties where you have overseen substantial renovation and course enhancements.

Corporate Structure and Organization

The response will include a description of the responder's organization, noting major divisions and any parent/holding companies. If the responder is a publicly held firm, the response shall include the most recent Annual Report.

General Business Statement

The response will include a statement to emphasize the responder's experience in the management and operation of golf courses, food and banquet services, and related facilities and operations. In the event that the responder has provided services similar to those specified in this RFQ, the responder shall submit the name, address, and phone number of the relevant client, and a description of the services provided for the past five (5) years. In addition, the responder must identify any contracts that, within the past five (5) years, have been cancelled, or not renewed, and the reasons for the cancellation or non-renewal.

TAB 7 - Description of Proposed Services

The response shall include a full description of the nature, methods and processes that will be used by the responder to achieve the level of services described in the Scope of Work, and describe an implementation plan for each of these business units that details activities for the planning period up to the estimated October 1, 2021 contract commencement date, the first three (3) months of operation and the remaining quarterly intervals of the first twelve (12) months of operation. The plan shall include specific milestones the responder expects to reach within all of these intervals and the anticipated results when each of these targets is met, as follows:

Golf Operations

The response shall include a detailed service plan that describes the nature of all services to be provided within the golf operations (including the pro shop, practice area/learning center, lessons, golf car rental and other aspects of the golf business unit). In addition, the response shall include a general description of pro shop inventory, such as brand name and Oakwing Golf Club logo merchandise and hard goods, as well as any proprietary teaching and lesson technical equipment.

Golf and Facility Maintenance

The response shall include a detailed description of full range of maintenance services and programs and will specifically include a description of any seasonal activities that will be completed. The response shall describe how turf and planted areas including golf course and practice areas will receive the routine maintenance necessary to maintain the areas in a healthy and safe manner. The response shall also explain the frequency that the maintenance activities will be completed.

The responder is encouraged to provide independent input in preparing the maintenance response for the course and may seek to incorporate industry-standard approaches to maintenance, including but not limited to United States Golf Association (USGA) and Golf Course Superintendents Association of America (GCSAA) turf management information.

The response shall also specifically include a description of the full range of services to be provided to manage the Clubhouse and to keep the facility on good order. Specific areas of this section of the response shall describe preventive maintenance practices, how utility obligations will be met, the anticipated timeline for making all necessary repairs, and the planned coordination with City staff on facility upkeep issues.

Oakwing Golf Club Property Enhancement:

Oakwing Golf Club is currently planned for renovation and improvement in the early stages of this new management agreement. The selected management partner will have to oversee the improvements, and some projects may involve some or all of the golf course playing area and/or clubhouse to be closed for a yet-to-be-determined period of time. The proposer shall include additional information to support their ability to manage and oversee a golf facility improvement project during the term of the agreement:

- Overview of firm and resumes of all key personnel expected to be involved in the project, including those of any sub-consultants. Include information on any golf course architects on staff who may be asked to offer assistance, and if additional fees will be required for these services. Respondent may also provide any other general

information that the Respondent believes is appropriate to assist the Authority in its plan to improve the Oakwing Golf Club facility.

- List and description of up to 5 similar management engagements that included the oversight of a facility upgrade during the term of the agreement. Include reference names and contact information. Include an overview of what your firm/team believes are important considerations in the renovation / enhancement of a municipally owned golf facility.
- Identify your firm's ability to lead a golf course enhancement project, including an outline of work to be completed by the firm/team and work that would need to be completed by the Authority and/or contracted with another company.

Clubhouse and Banquet Services

The response shall specifically include a description of the full range of services to be provided at the restaurant facility, the on-course snack cart, banquets, and all other aspects of the food, beverage and banquet operations. The response shall describe the organizational structure for clubhouse and on-course services, staffing levels for the restaurant, on-course service, and banquets, sample menus, and sales and marketing plans.

Customer Service Approach

The response shall include the responder's approach to quality guest services, including the responder's service philosophy, the specific methods used by the responder to accomplish it, and the expected results over time. The response shall also include specific guest service plans for each of the business units of the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill.

The response shall also include a description of how guest services will be evaluated and how complaints will be resolved, including:

- Evaluation tools to assess the satisfaction of all guests;
- The amount of time a complaint resolution will typically take and steps the responder will take to resolve the complaint and to prevent similar issues in the future;

Marketing Plan

The response shall describe the responder's specific experience in marketing and promoting golf course and clubhouse facilities and a description of the responder's demonstrated effectiveness in identifying targeted market segments and capturing a percentage of such segments in existing golf, restaurant and banquet markets. Specific examples such as customer retention and loyalty programs shall also be identified.

The response shall also describe business development strategies to maximize the capacity of the Oakwing Golf Club facilities, including but not limited to, strategies for promotion of overall play at the golf course, tournaments, weddings and special events, merchandising, food service, instruction facilities, and growing the game of golf through youth programs.

The response shall describe a conceptual marketing plan that begins on or before October 1, 2021 contract commencement date, and the specific activities during the first three (3) months of operation and the remaining quarterly intervals of the first twelve (12) months of operation. The plan shall include specific milestones the responder expects to reach within all of these intervals and the anticipated results when each of these targets is met.

Environmental Responsibility

Oakwing Golf Club is part of the Louisiana Audubon Trail of Golf. The response shall include a description of the responder's experience in managing golf course operations at sites adjacent to or within sensitive wildlife habitats. The response shall include a description of the methods used to manage access and safety, and the success in managing the relationship between the environmentally sensitive areas, the wildlife, and the golf course. The response should detail maintenance building and equipment programs to reduce hazardous waste and maintain clean water mandated programs.

TAB 8 - Financial Statements

The response will include a full presentation of the true condition, as of December 31, 2020, or the most recent fiscal year-end, of the responder's assets, liabilities and net worth. The report must include a balance sheet and income statement. If the responder is a partnership or joint venture, individual financial statements must be submitted for each general partner or joint venturer thereof. A financial statement for the responder's parent corporation shall also be provided, if the responder is a corporation. The response will include audited financial statements for 2018, 2019 and 2020.

Financial References and Litigation

The response will include a minimum of two (2) financial references giving the name, address, telephone numbers and e-mail address of each reference. At least one (1) of the references must be a bank or savings and loan institution and the type of relationship shall also be indicated, for example: checking accounts, savings accounts, financing, etc. The response shall include documentation regarding any current/pending litigation and any litigation settled or disposed within the past five (5) years against the Respondent, including its parent, sister, or subsidiary companies and employees.

TAB 9 - Administrative and Operational Support Capabilities, Procedures and Systems

The response will include a description of the types and level of support to be provided by off-site administrative resources, if applicable. Such support may include accounting and finance, personnel/labor relations, purchasing, safety, and overall management and operations support. The responder may be requested to provide copies of relevant documents (such as safety manuals, employee handbooks and operational memoranda) to the District for further analysis or reference. The response shall also describe all management information systems that responder plans to use to support golf operations, golf course maintenance, and the food, beverage and banquet services, including any technical support that the responder's systems may require from England Authority.

TAB 10 - Business References

The response will include a up to of six (6) references for similar golf course operations, maintenance and/or food & beverage / banquet center contracts managed within the last five (5) years, ideally from other public jurisdictions by the personnel proposed for this contract. References should identify the organization, nature and date of the contract, and the name, title, telephone number, web site, and e-mail address of the contact person for each reference.

TAB 11 - Community Outreach

The response shall include a description of proposed community outreach efforts that involve customers, user groups, the neighbors and various other stakeholders. The responder shall also describe past successful outreach efforts, particularly those efforts that took place following a transition from another operator.

TAB 12 - Experience with Capital Improvements

The response should identify past experiences (including the specific roles played by the responder) regarding golf course upgrades, construction, and clubhouse capital improvements. The response shall identify key personnel that may be available during capital construction activities at the Oakwing Golf Club, Clubhouse, Restaurant, Bar & Grill and these individuals' past experience in capital improvements should be detailed. The response may also identify any physical changes to the Oakwing Golf Club complex the responder believes need to be considered by the Authority.

INSTRUCTIONS OF SUBMITTALS

The response should be submitted following the outline format of the RFQ (i.e. answer questions and submit requirements in the same order and under the same heading as the outline) or the response will not be considered. RFQ must be typed.

Submit ten (10) bound hardcopies plus one unbound original (clearly marked ORIGINAL on cover). The original hardcopy cover letter must contain original signature(s) of Officer(s) with authority to legally bind the Private Entity. In addition, Private Entity shall submit an electronic copy of the entire proposal on a standard USB flash drive device (as one single Adobe PDF scan file, locked to prevent editing).

Deliver hard copies and standard USB drive of Qualifications must be **received by 2:00 p.m. July 23, 2021**, in a sealed box to the address below. Faxed copies and e-mails of responses will not be accepted.

England Airpark & Community
Attn: Kate Wells
1611 Arnold Drive
Alexandria, LA 71303

This RFQ does not commit the Authority to pay any costs of responders in development of their response; all costs related to the development and preparation of the response are the responsibility of the submitter.

Responses received after the deadline may not be considered.

All questions relating to interpretation of the RFQ must be submitted in writing (via e-mail) to David Broussard at dbroussard@englandairpark.org. An addendum, if necessary, will be issued no later than July 7, 2021 to all recorded holders of the RFQ if a substantive clarification is in order.

EVALUATION CRITERIA AND PROCESS

The Authority will evaluate the overall quality and responsiveness of the responses using but not limited to the following criteria, which are listed in no particular order:

- Completeness, overall organization, and clarity of the response;
- Demonstrated understanding of the Authority's vision and the requirements of this RFQ;
- Relevant qualifications and experience of the respondent and specific team members (particularly the proposed on-site manager) in public golf facility management;
- Direct experience and demonstrated results in golf facility management, food and beverage operations, pro shop, marketing, customer service and golf course maintenance;
- Satisfaction of previous and current clients related to operation and maintenance of its golf course(s) and food and beverage facilities;
- Evidence of financial stability and ability to provide the services required;
- Demonstrated combination of term, compensation, and incentive (with regard to the proposed management agreement), that provides optimal benefits for both the Authority and the selected responder;
- Management approach and ability to work with public agencies, community based groups, and the public at large;
- Experience with implementation of a golf course capital improvement program;
- Experience in managing and mitigating environmental and safety issues associated with golf course operations;
- Knowledge of, and experience with local, state and federal rules and regulations relative to golf course and food and beverage operations.
- Ability to lead a golf course redevelopment, including an outline of work to be completed by the firm/team and work that would need to be completed by the Authority Selection Process

Point Scale Used for Evaluation

Description	Scoring Points
Responder's Qualifications and Capabilities	20 points
Proposed Service Plan	20 points
Financial Condition / Ability to Support Operations	40 points
Previous Municipal Golf Management and Oversight Experience	20 points

APPENDICES

Appendix 1

Activity History

A summary of total rounds by type at Oakwing Golf Club since 2016 is shown in the table below:

Oakwing Golf Club Total Rounds Summary (2016 – 2020)							
Rounds by Type	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Avg. 16-20</u>	<u>% of total</u>
Daily Fee	6,916	7,242	6,528	7,040	6,695	6,884	33.1%
Member	9,477	10,173	10,575	10,450	10,000	10,135	48.7%
Tournament	3,162	3,720	4,048	4,010	4,000	3,788	18.2%
Total Rounds	19,555	21,135	21,151	21,500	20,695	20,807	100%
Annual Change		8.1%	0.1%	1.7%	-3.7%		
Total Change (2016-20)				5.8%			
Source: Louisiana Golf, LLC. *Projected for the full year based on actual through Sept 2020.							

Oakwing Golf Club offers golfers an option to pre-pay for golf through the issuance of annual golf passes or memberships. Oakwing Golf Club offers these memberships on a monthly basis with no minimum requirement for the number of months (a 6-month minimum was recommended to the Authority for the future). As of October 2020, Oakwing Golf Club has 157 members, representing an increase of 27 over the end of 2019 (21% increase). It is not common to allow golfers to purchase memberships one month at a time with no mandatory minimum number of months.

Appendix 2

Recent Revenue Performance at Oakwing Golf Club

Oakwing Golf Club has exceeded \$1.15 million in total operating revenue each year since 2016. The club is reaching this total on fewer than 22,000 rounds leading to a much higher average revenue per round (\$53.76 at OWGC in 2019).

Oakwing Golf Club					
Total Operating Revenue Summary (2016 – 2019)- add 2020					
	2016	2017	2018	2019	2020
Rounds	19,555	21,135	21,151	21,500	20,695
Revenue					
Total Member Dues & Fees	\$277,378	\$304,110	\$325,489	\$312,264	\$355,623
Cart / Trail Dues	60,024	69,516	82,203	80,279	92,134
Initiation Fees	1,000	2,500	100	590	0
Daily Green Fees	259,045	282,893	268,728	265,391	224,682
Daily Cart Fees	132,234	132,183	130,277	120,474	101,830
Member Cart Fees	29,615	39,805	37,139	37,965	40,689
Driving Range (incl. range plan)	40,024	45,120	41,181	38,642	32,447
Food/Bev Sales	159,361	202,279	198,524	181,826	124,938
Merchandise	61,867	89,094	92,774	101,042	81,289
Other/Misc.	10,025	9,741	14,483	17,442	3,521
Total Revenue	\$1,030,573	\$1,177,241	\$1,190,898	\$1,155,915	\$1,057,153
Total Rev/Rnd.	\$52.70	\$55.70	\$56.30	\$53.76	\$51.08
Total Golf Fee Revenue/Rnd.*	\$38.83	\$39.32	\$39.90	\$38.00	\$39.38
Less Cost of Sales: (COS)					
Food/Bev.	\$77,442	\$95,285	\$97,859	\$86,829	\$61,966
Pro Shop Merchandise	44,144	64,898	66,007	77,052	60,813
Total COS	\$121,586	\$160,183	\$163,866	\$163,881	\$122,779
Gross Margin	\$908,987	\$1,017,058	\$1,027,032	\$992,034	\$934,374
Source: Louisiana Golf, LLC. *Golf fee revenue includes all memberships, green fees and cart fees.					