



City of Rockville  
Department of Recreation and Parks

**REQUEST FOR INFORMATION**  
**REDGATE GOLF COURSE**  
**GOLF COURSE OPERATIONS AND MANAGEMENT**

KEY INFORMATION SUMMARY SHEET

RFI Issue Date: February 22, 2010

RFI Issuing Office: City of Rockville Purchasing Division

Purchasing Manager: Eileen Morris  
111 Maryland Avenue  
Rockville, Maryland 20850

Phone Number: 240-314-8432  
E-mail Address: [emorris@rockvillemd.gov](mailto:emorris@rockvillemd.gov)

Submit Inquiries to: Burt Hall, Director of Recreation and Parks  
111 Maryland Avenue  
Rockville, Maryland 20850

Phone Number: 240-314-8602  
E-mail Address: [bhall@rockvillemd.gov](mailto:bhall@rockvillemd.gov)

Inquiry Period Closes: March 15, 2010

Submit Responses to: [emorris@rockvillemd.gov](mailto:emorris@rockvillemd.gov)

Response Due Date: March 23, 2010, at 10:00 a.m. local time

Responses Delivered to: City of Rockville  
Purchasing Division  
111 Maryland Avenue  
Rockville, MD, 20850

### **DISCLAIMER**

This RFI is issued solely for information and planning purposes and does not constitute a solicitation. Responses to this notice are not offers and cannot be accepted by the City of Rockville Purchasing Office to form a binding contract.

This document is being provided to Golf Course Management companies.

Respondents are solely responsible for all expenses associated with responding to this RFI.

Responses to this RFI are subject to Freedom of Information Act (FOIA) requests.

The City reserves the right to use the information provided by responders in developing a subsequent Request for Proposal for Management and Operation Services.

Responses to this RFI will not be returned.

## 1. Introduction

The City of Rockville Department of Recreation and Parks (the "City") requests expressions of interest, information and comments (RFI) from golf course management companies and/or operators and similarly interested parties ("Respondents") for the purpose of informing the ongoing development of policy directives for the management and operation of RedGate Golf Course (RedGate), located at 14500 Avery Road, Rockville, MD, 20850. Potential lessees/managers of the golf course and/or other interested parties are invited to respond to this RFI.

## 2. Background Information

The City of Rockville, Maryland, an incorporated municipality in the State of Maryland, located 12 miles northwest of the nation's capital, owns and operates RedGate Golf Course. Designed by Therman Donovan in 1974, RedGate is a par 71 (6,458 yd.), championship course that has been named one of the Washington area's top public courses. In addition to the golf course, the facility includes a clubhouse with pro shop and snack bar, a recently upgraded, full-size driving range and practice/teaching facility, golf cart storage building, parking, and a maintenance facility. Detailed information about RedGate is posted on the City's website at [www.rockvillemd.gov](http://www.rockvillemd.gov)

The City currently self-operates RedGate. Financially, the golf course is managed in a separate enterprise fund, in which course user revenues are intended to offset all direct and indirect operating costs, capital improvement costs, plus overhead, debt service and depreciation.

From 1974 to 1999 the RedGate Fund met all of its financial obligations and maintained a healthy fund balance. Beginning in FY 2000, course usage began declining and RedGate began operating at an annual deficit. RedGate has averaged 39,064 rounds played over the past five years.

Each year for the past ten years, the fund has ended the fiscal year "in the red." While it has finished each fiscal year since 2000 with a deficit, course revenues in most years since 2000 have covered or come very close to covering the direct operating and capital costs. When administrative overhead and depreciation are included the course has not covered these additional costs.

The City is now engaged in a series of policy discussions regarding how to best address this issue. In an effort to further inform this policymaking effort, the Mayor and Council has directed the preparation of this RFI to provide the City with information on the prospective elements of a course management or lease contract, and to provide a more accurate sense of the interest of outside entities in entering in a contract management or lease relationship for RedGate.

### 3. Purpose

The purpose of this document is to inform interested golf course operators of the information requested by the City of Rockville to potentially move forward with a Request for Proposal for management and operation of RedGate.

### 4. Program Goals and Policy Standards

It is the intent and expectation of the City of Rockville to continue to provide for its citizens an upscale public golf facility with a customer service level commensurate with other upscale daily fee golf courses in the area, with fees comparable to those charged by other competing municipally owned golf courses with similar services and facilities. The City has identified the following additional, critical goals and challenges to be addressed by any initiative to restructure its operations relationship with RedGate:

- A. Achieve revenue growth for the golf course
- B. Contain rate of expenditure growth by incentivizing efficient course management and operations
- C. Eliminate future General Fund subsidies of RedGate
- D. Institute new customer communications and marketing initiatives
- E. Foster a cogent master planning process for future capital improvements
- F. Construct needed capital improvements
- G. Maintain discounted greens fees for Rockville City residents
- H. Maintain the RedGate Tournament Players Club (RTPC) program, which offers regular tournaments throughout the playing season. (In FY 2009, 35 RTPC events were held, mostly on Sunday mornings. The club has more than 150 members who play regularly in these tournaments.)

### 5. RFI Response

Through this RFI the City is seeking information on the feasibility and desirability of entering a lease or outsource management relationship with a golf course operator that would address the operational and policy challenges outlined above. The City is also interested in information from golf course management companies regarding services provided such as consulting services for business management, grounds management, marketing, food and beverage management and golf merchandise management.

The form of agreement with the lessee or manager is not of primary importance at this time. Rather, the intent of the City is to receive information from interested parties on the ability of the City to achieve the program goals and policy objectives described in Section 4, above.

Respondents shall submit one (1) original and five (5) copies of answers to and/or comments on the list below, marked **RFI #36-10 – REDGATE GOLF COURSE: GOLF COURSE OPERATIONS AND MANAGEMENT.** It must be submitted to and received no later than **10:00 A.M., TUESDAY, MARCH 23, 2010** by the Purchasing Division, 111 Maryland Ave., Rockville, MD 20850; Attn: Purchasing Manager.

- A. Provide a brief description of your company.
- B. Provide the name of the contact person from your company who will respond to questions or requests from the City for additional information.
- C. Overview – Provide the City with a generic understanding of your company and the services it provides, including:
  - i. Vision, Objectives, Management/Operational Philosophies
  - ii. Size, Location
  - iii. Number of years in operation
  - iv. Golf courses under management – past 5 years
  - v. Types of golf courses managed; Market segments operating within
  - vi. Level of knowledge of the golf industry, particularly the mid-Atlantic region
  - vii. Description of company’s approach to environmentally-sensitive golf course and facility management
  - viii. Description of the company’s philosophical approach and experience to the management of food and beverage operations
  - ix. Description of the company’s philosophical approach and experience to the management of golf retail operations
  - x. Level of expertise in services offered
  - xi. Financial status of the company
  - xii. Relationship to any larger business entity
- D. Management Services
  - i. A detailed description of the approach the Respondent would propose to take in achieving the goals and policies as set forth in Section 4 above.
  - ii. Provide examples of how this approach has proved successful for other golf courses under management.
  - iii. Identification of any issues that require further information or discussion.
  - iv. Identification of objectives or proposals from this RFI that the Respondent believes are not feasible or otherwise not advisable.
  - v. Suggestions for alternative methods of achieving the objectives or other potential policy goals of the City and RedGate Golf Course.
  - vi. Provide, at Respondent’s option, any additional information not specifically listed above which shows any experience of the Respondent that might be relevant to the City’s policy discussion with regard to RedGate Golf Course.