

Proposer Name: YMCA

Evaluator Name: Kim Young

Selection Review Committee RFP Evaluation Form

Recreational and Aquatic Center Operations and Management Services

Instructions: Each member of the Selection Review Committee will provide two evaluations for each proposal:

1. An evaluation of the written proposal.
2. An evaluation of the interview (if applicable).

Each evaluation will be made based on the following scoring criteria:

	TOTAL POINTS	100
Criteria		Maximum Score
Introductory Letter (not scored, but considered)		--
Overall Experience		30
Proposed Programming/Operational Plan		30
References		15
Budget/Financial Proposal		25
	TOTAL POINTS	100

After the interview evaluation process has been completed, determination of the successful proposer will be based on **both** the interview evaluation and the written proposal evaluation.

Written Proposal Evaluation

Criteria	Notes	Max Points	My Score
Overall Experience	P/T marketing director on-site. Could have provided some sample marketing materials. Counseling services available. Free child watch & Fun Club activities. YMCACW & YUSA resources available. Members say the YMCA is a community. Monthly calendar of events, incl community events. Non-discrimination, diversity & inclusion policy. Staff schedule appears to have adequate staffing. Facilitates connections & friendships, classes turn into supportive communities. Community events (Healthy Kid's Day, Family Triathlon, Harvest Festival etc...) Offer \$300K in scholarships annually. Overall it appears the YMCA would continue to offer excellent management and operational services for the City of Sherwood.	30	27
Proposed Programming / Operational Plan	115 program offerings. Diabetes prevention & Healthy Living programs. Youth sports & active older adults programming.	30	29

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	<p>Y-Snap program for special needs clients. Programs serves entire spectrum of the community. 500 volunteers per year. Reciprocity to other YMCA facilities. Able to utilize national YUSA network for expertise. Programming has opportunities for all ages. The YMCA proposes to offer the same level of services it currently provides to the Sherwood community. Need to better define role of the City and partnership with the YMCA.</p>		
References	<p>Provided 5 tenant references. I have received 200+ emails in support of the YMCA sharing their experiences with the YMCA. There was a high level of support from those in attendance at the Town Hall meeting held by the City Council. 16 letters of community and member support provided in the proposal.</p>	15	15
Budget/Financial Proposal	<p>Protects the city from operational deficits. Any surplus retained in the Sherwood YMCA and used towards maintaining facility/equipment. Management Services Fee = 11% of revenues. Proposes a maintenance reserve. 5 year financial plan shows a net surplus each year. History of successful fundraising activities. Financial forecast accounts for changes in minimum wage & wage compression. Accepts all responsibility for building (except structure). City of Sherwood will not need to subsidize operations. The YMCA has helped fund past facility upgrades (teen center) and raised funds for pool slide – evidence of a good partnership. YMCACW is willing to contribute towards needed expansion.</p>	25	25
Total:		100	96

YMCA / Kim Young

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Interview Evaluation / YMCA / Kim Young

Criteria	Notes	Max Points	My Score
Overall Experience	<p>Social services non-profit, not a religious organization. YMCA has some autonomy for branding. Locally managed. Tremendous volunteer support for programming, events, facility & policy. Overseen by a local Board of Managers that reports to the Board of Trustees. Board of Managers advocates in the community for programs & services, also responsible for fundraising. P/T on-site Marketing Director, able to provide superior marketing efforts. YMCA provides community events in addition to 115 programs. YMCA amenable to strengthening the YMCA- City partnership. YMCA cause is strengthening the community. Positive staff surveys. Decent staff retention rates. Favorable member surveys (including many suggestions). During interview there were several questions the YMCA was unable to answer, however, provided information after the interview.</p>	30	20
Proposed Programming / Operational Plan	<p>Interview highlighted programs such as Diabetes Prevention program & Free Child Watch. Youth development programs offers 43 different classes of the 115 total, 33 aquatic and 39 classes in healthy living. Active older adults are part of the healthy living program.</p>	30	30
References	<p>Provided a contact for YMCA of Greater Seattle as a reference for a city/YMCA partnership.</p>	15	15
Budget/Financial Proposal	<p>The 5 year financial forecast projects a net surplus each year. Operating net proceeds remain with the facility & remain in the city. Any operating deficits, should they occur would be absorbed by the YMCA, the YMCA wants to partner with thy City and is willing to take the risk. \$325K+ in scholarships provided each year. YMCA will continue to maintain the building (except the structure). Willing to fund \$50K per year to maintain the facility & equipment. Not asking for a fixed management fee however, they show a Support Services Expense as a % of revenues. The YMCA provided us with a summary of surplus over the years reflecting the surplus funding capital expenditures.</p>	25	25
Total:		100	90

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Proposer must be legally capable of operating in Oregon		
Proposer must have extensive & current experience in managing, owning, and/or operating multi-sport venues which provide leagues, tournaments, camps, clinics, training, aquatics programs, fitness activities, special events, and facility rentals for a variety of sports and rec activities.	X	Operates 3 sports & recs, 16 Child Ctrs & 1 Camp Ctr
Proposer must provide P&L statements for facilities it has managed in the past 3 calendar years, in sufficient detail that represents a fair & accurate portrayal as to financial viability of the organization to run such a facility in a financially sustainable way. One example must be from a current facility.	X	Provided in detail
Proposer must provide no fewer than 3 references from accounts where proposer is currently or has previously provided full-time, on-site management.	X	Provided 5 tenant reference letters
Previous experience operating a public or non-profit center is strongly preferred.	X	
Proposer must acknowledge in its response the following:		
The proposer agrees with all stipulations and requirements, as presented in the RFP.	X	
The proposer acknowledges that, if selected, the operation of the facility per the requirements of this RFP is contingent upon a successful negotiation of a limited duration operating contract with the City of Sherwood.	X	
Proposals shall include the heading "Request for Proposals - Recreation and Aquatic Center Operations/Management"	X	
Proposals shall be typewritten, with a standard body text font of at least 12-point	X	
Proposals shall include an introductory letter and a table of contents that provides a clear identification of the written material by section and by page number	X	
Introductory Letter (not scored)		
Introductory letter shall address the proposer's understanding of the work to be accomplished, its willingness and commitment, if selected, to provide services offered, a brief outline of proposer's strengths in providing the required services, and a description of why proposer believes its organization should be selected. The letter should also acknowledge agreement with stipulations and requirements of this RFP	X	Very detailed
Addressed to the City's Project Manager, proposer's name, as well as name, title, telephone #, and email address of the officer authorized to represent proposer in any correspondence, negotiations and signing of any contract that may result.	X	Provided in Proposer's Cert & Acknow.
Include address of the office that will be providing the service and the project manager's name, title, telephone # and email address.	X	Provided in Proposer's Cert & Acknow.
Proposer's federal and state tax ID #'s and the state of incorporation, if applicable.	X	Provided in Proposer's Cert & Acknow.
The letter must be signed by the proposer, if an individual, or by a legal representative of the proposer authorized to bind the entity in contractual matters, and shall include a description of the proposer's current legal status (corp, partnership, sole prop., joint venture etc...)	X	
Organization Experience and Qualifications		
Provide a description of the proposer's capabilities to:		
Provide a profile of the organization and describe its legal structure, principal officers and organizational structure. If proposer is a newly-formed entity comprised of multiple individuals or entities that is compiling projects from prior experience, proposer should state this clearly.	X	
Provide a copy of any organization profile, sales brochure, or other documentary information pertaining to the organization.	X	YUSA Brochure provided
Provide resumes of key personnel including proposed facility manager and principals of proposer's firm/organization.	X	
Provide the year and month proposer's organization was formed.	X	March, 1868 / April 1976
Provide a complete and detailed history of proposer's facility management experience over the last 5 years. Include contact information.	X	3 sports & rec, 16 child dev ctrs, 1 camp
Provide a list of facilities managed by proposer on behalf of clients. Include contact information.	X	
Operation Plan		
Management Plan - Provide an explanation of the overall philosophy on how proposer would manage and operate the facility.		
May include:		
An overview of the timeline of critical milestones and a description of roles and responsibilities	X	quarterly reports, monthly meetings
A suggested management organizational chart of key management of the facility. Identify all full time and part-time positions and their operational roles.	X	Detailed org chart provided
A description of the reporting structure between facility management and corporate office, and to the City of Sherwood. Describe proposed form of governance for the facility.	X	-1 Board of Trustees-Board of Managers / City represented on BOM and Facilities Committee. Need to define better role of the City.
Provide information on the operational performance of a comparable community to the City of Sherwood with a public agency as a partner.	X	
Operational reports to be provided on a quarterly basis.	X	Samples provided
Marketing Plan - Provide an explanation of the overall philosophy to market the facility, including:		

An overview of marketing and promotional concept that will further the goals of the city as a premiere venue and maximize the economic impact to the region.	X		PT Marketing Director on-site, plus YMCACW and YUSA Resources
A description of proposer's approach to booking/scheduling, promoting, advertising, and marketing events, programs and services.	X	-2	Marketing samples could have been provided. Marketing efforts are enhanced by their involvement on the local community - listed Sherwood community events as examples.
Identification of any competing facilities managed by the proposer.	X		NONE
Identification of any synergies, alliances, key relationships and other marketing opportunities proposer will establish between other facilities it manages and how these could benefit the Sherwood facility.	X		Ideally positioned to cross-market between their existing facilities.
Sponsorship strategies.	X	-1	Has not had a strong focus on sponsorship in the past, but proposes doing a better job moving forward and leveraging their name.
Staffing			
Describe your personnel management philosophy and describe the steps you will take to ensure that only individuals of the highest quality are employed to provide recreational services.	X		Seek those that are drawn to their Vision, Mission, Impact & Cause. CAUSE - STRENGTHENING COMMUNITY
Describe your philosophy on retaining these highly qualified individuals.	X		Begins with culture, hiring those that align with the Y's values. Training & support.
Provide a staffing plan for the facilities showing coverage during a normal operating day.	X		Detailed plan provided
Provide a hiring plan for initial start-up.	X		N/A since YMCA is current operator
Provide a copy of a current employee handbook and/or regulations.	X		Provided full handbook
Program or Curriculum			
Describe proposed hours of operation.	X		
Describe the services that you would provide the public.	X		115 distinct classes (43 youth dev, 33 aquatics, 39 healthy living). Provided condensed summary of classes. Free Child Watch. In addition to classes they organize and lead numerous community events (Healthy Kid's Day, Family Triathlon, Harvest Fest etc...) They offer chaplaincy services.
Provide details on how you would design, implement, administer, and evaluate high quality operations.	X		Utilizes YUSA resources, suggests creating a Community Services Planning Group, they use program evaluation forms, weekly meetings with staff to review programs and instructor comments and suggestions.
Provide a statement of the educational/guiding philosophy by which the services would be operated if the proposer were awarded the contract.	X		
Describe how you would evaluate the quality of services and programs on an on-going basis.	X		See above
Financial Plan			

<p>A spreadsheet model that displays revenue and expenditure categories in dollar figures by fiscal year of July 1 to June 30, beginning with the 1st year of operations and carried out a minimum of 5 years. The spreadsheet model will clearly identify the operating net income each fiscal year.</p>	X	<p>Provided Financial Projections showing 7 years. All years reflect an operating surplus. All surplus stay with the facility for improvements and/or operations. The YMCA will take the risk of any operating deficits. The City will not need to subsidize.</p>
<p>Revenue and expenditure assumptions should be clearly footnoted and explained.</p>	X	<p>Done</p>
<p>A narrative summary of proposer's strategy for minimizing the annual operating expenses and maximizing the annual operating revenues. The proposed strategy should be based on proposer's existing understanding of similar operations and/or its overall approach for maximizing revenues and minimizing expenses.</p>	X	
<p>A proposed strategy for a scholarship program and approximate amount of funds set aside each year for scholarships.</p>	X	<p>Will continue successful scholarship program of approx. \$300K per year.</p>
<p>A summary of the proposer's proposed strategy for maximizing advertising and sponsorship sales for the facility.</p>	X	
<p>User Fee Schedule, including a differentiation between residents of Sherwood and non-residents.</p>	X	<p>Provided</p>
<p>Maintenance Plan</p>		
<p>The maintenance plan must consist of daily upkeep as well as maintaining the major systems and infrastructure of the facility. How the maintenance plan is foreseen to be funded must also be included.</p>	X	<p>YMCA will take on all maintenance expenses with the exception of the building's roof & shell (incl elect & plumbing). Daily maintenance plan provided.</p>
<p>Compensation</p>		
<p>Please provide an outline of a potential compensation proposal should proposer be selected to operate and manage the facility.</p>	X	<p>Proposes a Management Services fee of 11% of revenues</p>
<p>Other</p>		
<p>Please include any other information that would be applicable to proposer's complete operational plan. This may include alternate proposals.</p>	X	<p>Discusses the need for expansion. YMCACW open to contributing funds towards expansion as it did for previous expansion.</p>

Proposer Name: Health Fitness

Evaluator Name: Kim Young

Selection Review Committee RFP Evaluation Form

Recreational and Aquatic Center Operations and Management Services

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1. An evaluation of the written proposal.
2. An evaluation of the interview (if applicable).

Each evaluation will be made based on the following scoring criteria:

	TOTAL POINTS	100
Criteria		Maximum Score
Introductory Letter (not scored, but considered)		--
Overall Experience		30
Proposed Programming/Operational Plan		30
References		15
Budget/Financial Proposal		25
	TOTAL POINTS	100

After the interview evaluation process has been completed, determination of the successful proposer will be based on **both** the interview evaluation and the written proposal evaluation.

Written Proposal Evaluation

Criteria	Notes	Max Points	My Score
Overall Experience	Emphasizes partnering with the city. Strong track record on transitions. Mission: To improve the health & well-being of the people we serve. Willing to hire existing staff. Marketing team/marketing tools. Many corporate resources for staff to utilize. Proposes quarterly operational reports, provided a very detailed example. Proposed the creation of an Advisory Board w/city. Dedicated transition team. Conducts surveys to measure client & participant satisfaction. Experience with like clients. The proposal highlighted fitness activities well, it was lacking in the community feel and how important the community is to the facility. Overall I think Health Fitness would provide excellent management and operational services to the City of Sherwood.	30	28

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Proposed Programming / Operational Plan	Continuing existing programming. Provides health seminars. Fitness, recreation & wellness programming. General fitness, personal training, group instruction, active older adults, water workouts, swim lessons, recreational family programming, special events, teen center, youth development, educational seminars. Health Fitness appears to be able to offer the similar level of programming that exists under the current operator.	30	30
References	Provided 3 references of facilities they operate and client profiles.	15	15
Budget/Financial Proposal	Pro Forma in original RFP project net losses each of the 5 years. Revised Pro Forms received projects net losses in years 1-4. Static membership fees. Fixed Management Fee – no other profits. City to subsidize all losses. Scholarship program similar to existing program. Sponsorship ideas provided. Dedicated maintenance staff / maintenance costs are part of operating expenses where net losses are covered by the City.	25	12
Total:		100	85

Health Fitness / Kim Young page

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Interview Evaluation / Health Fitness / Kim Young

Criteria	Notes	Max Points	My Score
Overall Experience	<p>Goal: to come in & understand the community & the needs. Be a strategic partner.</p> <p>Health Fitness would be the City's client, taking direction from the City.</p> <p>Core Foundation: Creating a culture that enables people to take health behavior serious / providing a personalized path for wellness for all ages.</p> <p>Stated 98% satisfaction rating with their members & client partners (no back-up provided).</p> <p>They don't have one way of doing things, they try to get to know their clients & acclimate themselves.</p> <p>No Health Fitness signage, the facility would reference the City.</p> <p>Very organized transition plan.</p> <p>Marketing Manager on-site, supported by corporate.</p> <p>Looking for a supportive partnership (teamwork & collaboration).</p> <p>Proposed creating an Advisory Board.</p> <p>Open to working with the City on expansion & partnering to come up with a financial strategy.</p> <p>Proposer seemed to lack the understanding of what we were looking for as far as "community". Could not describe community as it pertains to the facility.</p>	30	25
Proposed Programming / Operational Plan	<p>Proposes to ensure there is diversity and parity amongst the offerings to everyone.</p> <p>Goal: To get their membership to 12 visits per month.</p> <p>No examples of programs for special needs members, but they did say they have services & equipment available for those clients.</p> <p>Will continue to offer Silver Sneakers and additional senior programming.</p> <p>Will continue to provide a variety of programming for all ages & income levels.</p> <p>Able to provide health educational seminars.</p>	30	27
References	<p>40 years in business, serving community recreational centers, colleges, universities and corporate clients.</p> <p>They have 9 recreational center clients on similar scale to Sherwood.</p> <p>Provided several examples of other facilities they operate.</p>	15	15
Budget/Financial Proposal	<p>Possible need to equip facility / cost to the City.</p> <p>City would be subsidizing any net losses, billed monthly to the City by Health Fitness.</p> <p>5 year projection estimates a loss each year. Updated Pro Forma shows net losses years 1-4.</p> <p>If there was ever a surplus it would go to the City to reinvest into the facility.</p> <p>Health Fitness wouldn't make any profits beyond Management Fee.</p> <p>Presentation estimated 86%-93% recovery rate. Average annual recovery for like clients is 112%. Intends to work with the City to develop a moving forward operating plan to improve recovery rate.</p> <p>They intend to conduct fundraising activities and have included this in their Pro Forma.</p>	25	15
Total:		100	82

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Proposer must be legally capable of operating in Oregon		
Proposer must have extensive & current experience in managing, owning, and/or operating multi-sport venues which provide leagues, tournaments, camps, clinics, training, aquatics programs, fitness activities, special events, and facility rentals for a variety of sports and rec activities.	X	42 years experience, 230 client sites
Proposer must provide P&L statements for facilities it has managed in the past 3 calendar years, in sufficient detail that represents a fair & accurate portrayal as to financial viability of the organization to run such a facility in a financially sustainable way. One example must be from a current facility.	X	-1 Not very detailed, no facility names provided, unable to verify that one in one HF currently operates.
Proposer must provide no fewer than 3 references from accounts where proposer is currently or has previously provided full-time, on-site management. Previous experience operating a public or non-profit center is strongly preferred.	X	Detailed info provided
Proposer must acknowledge in its response the following:		
The proposer agrees with all stipulations and requirements, as presented in the RFP.	X	
The proposer acknowledges that, if selected, the operation of the facility per the requirements of this RFP is contingent upon a successful negotiation of a limited duration operating contract with the City of Sherwood.	X	
Proposals shall include the heading "Request for Proposals - Recreation and Aquatic Center Operations/Management"	X	
Proposals shall be typewritten, with a standard body text font of at least 12-point	X	
Proposals shall include an introductory letter and a table of contents that provides a clear identification of the written material by section and by page number	X	
Introductory Letter (not scored)		
Intro letter shall address the proposer's understanding of the work to be accomplished, its willingness and commitment, if selected, to provide services offered, a brief outline of proposer's strengths in providing the required services, and a description of why proposer believes its organization should be selected. The letter should also acknowledge agreement with stipulations and requirements of this RFP	X	Very detailed
Addressed to the City 's Project Manager, proposers name, as well as name, title, telephone #, and email address of the officer authorized to represent proposer in any correspondence, negotiations and signing of any contract that may result.	X	
Include address of the office that will be providing the service and the project manager's name, title, telephone # and email address.	X	
Proposer's federal and state tax ID #'s and the state of incorporation, if applicable.	X	
The letter must be signed by the proposer, if an individual, or by a legal representative of the proposer authorized to bind the entity in contractual matters, and shall include a description of the proposer's current legal status (corp, partnership, sole prop., joint venture etc...)	X	
Organization Experience and Qualifications		
Provide a description of the proposer's capabilities to:		
Provide a profile of the organization and describe its legal structure, principal officers and organizational structure. If proposer is a newly-formed entity comprised of multiple individuals or entities that is compiling projects from prior experience, proposer should state this clearly.	X	
Provide a copy of any organization profile, sales brochure, or other documentary information pertaining to the organization.	X	Very professional looking sales material
Provide resumes of key personnel including proposed facility manager and principals of proposer's firm/organization.	X	
Provide the year and month proposer's organization was formed.	X	1975, incorp March 1987
Provide a complete and detailed history of proposer's facility management experience over the last 5 years. Include contact information.	X	
Provide a list of facilities managed by proposer on behalf of clients. Include contact information.	X	
Operation Plan		
Management Plan - Provide an explanation of the overall philosophy on how proposer would manage and operate the facility.		
May include:		
An overview of the timeline of critical milestones and a description of roles and responsibilities	X	Extensive transition experience, very detailed transition plan
A suggested management organizational chart of key management of the facility. Identify all full time and part-time positions and their operational roles.	X	
A description of the reporting structure between facility management and corporate office, and to the City of Sherwood. Describe proposed form of governance for the facility.	X	Suggested Advisory Board be created
Provide information on the operational performance of a comparable community to the City of Sherwood with a public agency as a partner.	X	
Operational reports to be provided on a quarterly basis.	X	Very detailed and comprehensive sample provided

Marketing Plan - Provide an explanation of the overall philosophy to market the facility, including:		
An overview of marketing and promotional concept that will further the goals of the city as a premiere venue and maximize the economic impact to the region.	X	Very professional marketing materials
A description of proposer's approach to booking/scheduling, promoting, advertising, and marketing events, programs and services.	X	
Identification of any competing facilities managed by the proposer.	X	NONE
Identification of any synergies, alliances, key relationships and other marketing opportunities proposer will establish between other facilities it manages and how these could benefit the Sherwood facility.	X	Many corporate resources available
Sponsorship strategies.	X	
Staffing		
Describe your personnel management philosophy and describe the steps you will take to ensure that only individuals of the highest quality are employed to provide recreational services.	X	Detailed process
Describe your philosophy on retaining these highly qualified individuals.	X	
Provide a staffing plan for the facilities showing coverage during a normal operating day.	X	Very detailed plan
Provide a hiring plan for initial start-up.	X	retain current staff
Provide a copy of a current employee handbook and/or regulations.	X	-2 Only provided Table of Contents
Program or Curriculum		
Describe proposed hours of operation.	X	
Describe the services that you would provide the public.	X	Initial recommendations provided
Provide details on how you would design, implement, administer, and evaluate high quality operations.	X	
Provide a statement of the educational/guiding philosophy by which the services would be operated if the proposer were awarded the contract.	X	
Describe how you would evaluate the quality of services and programs on an on-going basis.	X	Member surveys
Financial Plan		
A spreadsheet model that displays revenue and expenditure categories in dollar figures by fiscal year of July 1 to June 30, beginning with the 1st year of operations and carried out a minimum of 5 years. The spreadsheet model will clearly identify the operating net income each fiscal year.	X	-10 Very detailed Pro Forma provided, shows operating deficit each of the 5 years. Calculation error on the 5 year total operating loss. Recovery rates of 83%-93%. Losses to be covered by the City of Sherwood
Revenue and expenditure assumptions should be clearly footnoted and explained.	X	
A narrative summary of proposer's strategy for minimizing the annual operating expenses and maximizing the annual operating revenues. The proposed strategy should be based on proposer's existing understanding of similar operations and/or its overall approach for maximizing revenues and minimizing expenses.	X	Suggestions provided
A proposed strategy for a scholarship program and approximate amount of funds set aside each year for scholarships.	X	Scholarships to be funded from program revenues
A summary of the proposer's proposed strategy for maximizing advertising and sponsorship sales for the facility.	X	
User Fee Schedule, including a differentiation between residents of Sherwood and non-residents.	X	Rates same as current rates
Maintenance Plan		
The maintenance plan must consist of daily upkeep as well as maintaining the major systems and infrastructure of the facility. How the maintenance plan is foreseen to be funded must also be included.	X	-2 Dedicated maintenance staff, FT Facility Maintenance Manager. No sample Maintenance Plan provided.
Compensation		
Please provide an outline of a potential compensation proposal should proposer be selected to operate and manage the facility.	X	Fixed Management Fee of approx. \$192K/year.
Other		
Please include any other information that would be applicable to proposer's complete operational plan. This may include alternate proposals.		NONE

Proposer Name: Tualatin Hills Parks and Recreation

Evaluator Name: Kim Young

Selection Review Committee RFP Evaluation Form

Recreational and Aquatic Center Operations and Management Services

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Proposed Programming/Operational Plan		30
References		15
Budget/Financial Proposal		25
	TOTAL POINTS	100

After the interview evaluation process has been completed, determination of the successful proposer will be based on **both** the interview evaluation and the written proposal evaluation.

Written Proposal Evaluation

Criteria	Notes	Max Points	My Score
Overall Experience	Provided THPRD Marketing plan – no sugg. plan for Sherwood, but would anticipate similar. THPRD has a Marketing Specialist – unclear on if this would be an additional cost to the City. With THPRD's experience, they most likely could operate the Sherwood Recreational Facility adequately. However, they don't have any experience in transitions.	30	26
Proposed Programming / Operational Plan	Focus on fitness, aquatic, youth & senior programming. Reviews recreation trends & leisure trends through local & national resources. Possibility of a THRIVE after school program if there is a need. Honors Silver Sneakers and Silver & Fit programs. Provided in depth activities guide as example of what their existing facilities provide. Operates multiple recreation centers.	30	22
References	Provided information on their many facilities.	15	15

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Budget/Financial Proposal	<p>No suggested sponsorship strategy. Most employees would be in collective bargaining agreements. Financial projections anticipate net losses each of the 5 years. Losses cannot be funded by THPRD, City to reimburse THPRD for operating & capital losses. Proposed increase in membership fees – substantial. Free Child Care only available with family memberships. Maintenance costs covered in operating expenses with any losses covered by the City.</p>	25	10
	Total:	100	73

Tualatin Hills Parks and Recreation / Kim Young

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Interview Evaluation / THPRD / Kim Young

Criteria	Notes	Max Points	My Score
Overall Experience	<p>Transfer opportunities for existing staff could be considered if that was a priority of the City.</p> <p>THPRD doesn't have any experience in transitions.</p> <p>No access to other THPRD facilities. Sherwood would be a stand-alone facility.</p> <p>Extensive experience in running multiple recreation facilities.</p> <p>Experienced in community outreach and community events.</p> <p>Suggestion to create and Advisory Committee/Friends Group.</p> <p>It's my belief that THPRD would provide a satisfactory overall experience for the members of the facility, however, I did not get a sense of excitement from them during the interview for the opportunity to operate the facility.</p>	30	15
Proposed Programming / Operational Plan	<p>Proposal based on maintaining the current level of community based programming.</p> <p>No plans to bring Sherwood into the THPRD District.</p> <p>Would continue Silver Sneakers & Silver & Fit programs.</p> <p>Has programs for special needs clients.</p> <p>THRIVE after school program – possible option of there's a need.</p> <p>Proposal indicates that THPRD would most likely be able to run a successful recreation center for the City of Sherwood.</p>	30	20
References	<p>Current district covers 50 square miles and serves of 240K people.</p> <p>Has multiple recreation centers, skate parks, nature parks, dog parks etc...</p> <p>One recreation center similar to Sherwood's recreation facility.</p>	15	15
Budget/Financial Proposal	<p>Proposes a scholarship program, would need to be developed separately from THPRD's program.</p> <p>Financial Plan indicates a net loss that would require the City to reimburse THPRD for any losses.</p> <p>If ever there was a profit, profit would be split between the City & THPRD at a negotiated %.</p> <p>Increase in membership fees.</p> <p>To improve financial operation, there would be a loss to some of the community aspect. (loss of programs?)</p> <p>Employees under Collective Bargaining Agreement, with a retirement plan similar to PERS.</p> <p>Possible expense to the City if the facility needs to be equipped.</p> <p>No Management Fee, THPRD would receive a small amount of overhead (but that amount was not defined).</p> <p>Any use of THPRD staff for guidance on building design & expansion would be additional cost to the City.</p> <p>I have a concern with a proposal that doesn't include a management fee, possible unknown expenses if the City utilizes THPRD staff (beyond the staff hired to run the Sherwood facility).</p>	25	7
Total:		100	57

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Proposer must be legally capable of operating in Oregon		
Proposer must have extensive & current experience in managing, owning, and/or operating multi-sport venues which provide leagues, tournaments, camps, clinics, training, aquatics programs, fitness activities, special events, and facility rentals for a variety of sports and rec activities.	X	95 park sites, 8 swim ctrs & 4 rec ctrs. Serving 240K people.
Proposer must provide P&L statements for facilities it has managed in the past 3 calendar years, in sufficient detail that represents a fair & accurate portrayal as to financial viability of the organization to run such a facility in a financially sustainable way. One example must be from a current facility.	X	-2 Only provided financial information for one facility.
Proposer must provide no fewer than 3 references from accounts where proposer is currently or has previously provided full-time, on-site management.		They are their own entity, they don't provide on-site management for others.
Previous experience operating a public or non-profit center is strongly preferred.	X	Yes
Proposer must acknowledge in its response the following:		
The proposer agrees with all stipulations and requirements, as presented in the RFP.	X	
The proposer acknowledges that, if selected, the operation of the facility per the requirements of this RFP is contingent upon a successful negotiation of a limited duration operating contract with the City of Sherwood.		Did not acknowledge
Proposals shall include the heading "Request for Proposals - Recreation and Aquatic Center Operations/Management"	X	
Proposals shall be typewritten, with a standard body text font of at least 12-point	X	
Proposals shall include an introductory letter and a table of contents that provides a clear identification of the written material by section and by page number	X	
Introductory Letter (not scored)		
Intro letter shall address the proposer's understanding of the work to be accomplished, its willingness and commitment, if selected, to provide services offered, a brief outline of proposer's strengths in providing the required services, and a description of why proposer believes its organization should be selected. The letter should also acknowledge agreement with stipulations and requirements of this RFP		Not provided in letter
Addressed to the City's Project Manager, proposer's name, as well as name, title, telephone #, and email address of the officer authorized to represent proposer in any correspondence, negotiations and signing of any contract that may result.	X	
Include address of the office that will be providing the service and the project manager's name, title, telephone # and email address.	X	
Proposer's federal and state tax ID #'s and the state of incorporation, if applicable.	X	
The letter must be signed by the proposer, if an individual, or by a legal representative of the proposer authorized to bind the entity in contractual matters, and shall include a description of the proposer's current legal status (corp, partnership, sole prop., joint venture etc...)	X	
Organization Experience and Qualifications		
Provide a description of the proposer's capabilities to:		
Provide a profile of the organization and describe its legal structure, principal officers and organizational structure. If proposer is a newly-formed entity comprised of multiple individuals or entities that is compiling projects from prior experience, proposer should state this clearly.	X	Special District with Board of Directors
Provide a copy of any organization profile, sales brochure, or other documentary information pertaining to the organization.	X	
Provide resumes of key personnel including proposed facility manager and principals of proposer's firm/organization.	X	
Provide the year and month proposer's organization was formed.	X	1955
Provide a complete and detailed history of proposer's facility management experience over the last 5 years. Include contact information.	X	Provided fact sheet for 2017, not very detailed on facility management.
Provide a list of facilities managed by proposer on behalf of clients. Include contact information.	X	N/A since THPRD is it's own Special District
Operation Plan		
Management Plan - Provide an explanation of the overall philosophy on how proposer would manage and operate the facility.		-2 Sherwood would be managed with the same framework as THPRD's other facilities. See Programs Functional Plan document. No clear information presented on how Sherwood would be managed.
May include:		
An overview of the timeline of critical milestones and a description of roles and responsibilities		-2 Not provided
A suggested management organizational chart of key management of the facility. Identify all full time and part-time positions and their operational roles.	X	

A description of the reporting structure between facility management and corporate office, and to the City of Sherwood. Describe proposed form of governance for the facility.		-2	No org chart showing reporting structure for Sherwood Rec Facility.
Provide information on the operational performance of a comparable community to the City of Sherwood with a public agency as a partner.	X		Provided info on Conestoga Rec Ctr.
Operational reports to be provided on a quarterly basis.		-2	Not provided
Marketing Plan - Provide an explanation of the overall philosophy to market the facility, including:			
An overview of marketing and promotional concept that will further the goals of the city as a premiere venue and maximize the economic impact to the region.	X	-2	Marketing is managed by THPRD's marketing specialist through their Marketing Plan, provided. Sherwood's marketing plan & timeline would need to be developed. Not clear if there would be a marketing specialist on-site at Sherwood, or if utilizing THPRD'S specialist would be an additional expense.
A description of proposer's approach to booking/scheduling, promoting, advertising, and marketing events, programs and services.	X		
Identification of any competing facilities managed by the proposer.	X		NONE
Identification of any synergies, alliances, key relationships and other marketing opportunities proposer will establish between other facilities it manages and how these could benefit the Sherwood facility.	X		
Sponsorship strategies.	X		Would need to be developed.
Staffing			
Describe your personnel management philosophy and describe the steps you will take to ensure that only individuals of the highest quality are employed to provide recreational services.	X		Uses NEOGOV for applicant tracking. Jobs open to both internal and external candidates. THPRD has Employment Selection Guidelines.
Describe your philosophy on retaining these highly qualified individuals.	X		Provide professional dev & training opportunities
Provide a staffing plan for the facilities showing coverage during a normal operating day.	X	-1	Provided a limited detail plan
Provide a hiring plan for initial start-up.	X		Provided initial staffing plan, but not hiring plan for start-up.
Provide a copy of a current employee handbook and/or regulations.	X	-1	Did not provide full handbook
Program or Curriculum			
Describe proposed hours of operation.	X		
Describe the services that you would provide the public.	X		Focus on fitness, aquatic programming, and youth & senior programming. Provided extensive Activities Guide from their existing facilities.
Provide details on how you would design, implement, administer, and evaluate high quality operations.	X		Reviews though local and national resources.
Provide a statement of the educational/guiding philosophy by which the services would be operated if the proposer were awarded the contract.	X		
Describe how you would evaluate the quality of services and programs on an on-going basis.	X		
Financial Plan			
A spreadsheet model that displays revenue and expenditure categories in dollar figures by fiscal year of July 1 to June 30, beginning with the 1st year of operations and carried out a minimum of 5 years. The spreadsheet model will clearly identify the operating net income each fiscal year.	X	-12	Financial projections provided for 5 years. Projections reflect a net operating loss each of the 5 years. No Management Fee reflected. City would subsidize any losses
Revenue and expenditure assumptions should be clearly footnoted and explained.	X		
A narrative summary of proposer's strategy for minimizing the annual operating expenses and maximizing the annual operating revenues. The proposed strategy should be based on proposer's existing understanding of similar operations and/or its overall approach for maximizing revenues and minimizing expenses.	X		

A proposed strategy for a scholarship program and approximate amount of funds set aside each year for scholarships.	X	-1	THPRD has a Scholarship program. Sherwood's scholarships would need to be funded through another source. No suggestions provided.
A summary of the proposer's proposed strategy for maximizing advertising and sponsorship sales for the facility.	X		Suggested alternative funding sources
User Fee Schedule, including a differentiation between residents of Sherwood and non-residents.	X		Membership rates significantly increased.
Maintenance Plan			
The maintenance plan must consist of daily upkeep as well as maintaining the major systems and infrastructure of the facility. How the maintenance plan is foreseen to be funded must also be included.	X		Maintenance plan example provided, maintenance is included in financial plan, where the City subsidizes any losses.
Compensation			
Please provide an outline of a potential compensation proposal should proposer be selected to operate and manage the facility.	X		No Management Fee reflected. This is concerning, as I am not sure what the benefit is to THPRD to operate the facility
Other			
Please include any other information that would be applicable to proposer's complete operational plan. This may include alternate proposals.			NONE

Proposer Name: Sports Facilities Management

Evaluator Name: Kim Young

Selection Review Committee RFP Evaluation Form

Recreational and Aquatic Center Operations and Management Services

Instructions: Each member of the Selection Review Committee will provide two evaluations for each proposal:

1. An evaluation of the written proposal.
2. An evaluation of the interview (if applicable).

Each evaluation will be made based on the following scoring criteria:

	TOTAL POINTS	100
Criteria		Maximum Score
Introductory Letter (not scored, but considered)		--
Overall Experience		30
Proposed Programming/Operational Plan		30
References		15
Budget/Financial Proposal		25
	TOTAL POINTS	100

After the interview evaluation process has been completed, determination of the successful proposer will be based on **both** the interview evaluation and the written proposal evaluation.

Written Proposal Evaluation

Criteria	Notes	Max Points	My Score
Overall Experience	Experience appears to be heavily aquatic, with some sports complexes. RFP did not provide enough information to determine overall experience.	30	17
Proposed Programming / Operational Plan	Provided a list of possible programming. Proposal provided brief information on Management Plan.	30	16
References	45 years of experience in designing aquatic projects. Provided 7 references. Provided examples of 11 facilities they are involved in.	15	15
Budget/Financial Proposal	Management Fee \$276K/year + travel No financial projections were provided. No financial summaries provided for current facilities they operate.	25	1
	Total:	100	49

Note: This form is subject to Oregon Public Records Law

Interview Evaluation / Sports Facilities Management / Kim Young

Criteria	Notes	Max Points	My Score
Overall Experience	NO INTERVIEW	30	0
Proposed Programming / Operational Plan	NO INTERVIEW	30	0
References	NO INTERVIEW	15	0
Budget/Financial Proposal	NO INTERVIEW	25	0
Total:		100	0

Note: This form is subject to Oregon Public Records Law

Proposer must be legally capable of operating in Oregon		
Proposer must have extensive & current experience in managing, owning, and/or operating multi-sport venues which provide leagues, tournaments, camps, clinics, training, aquatics programs, fitness activities, special events, and facility rentals for a variety of sports and rec activities.	X	45 years experience in designing facilities
Proposer must provide P&L statements for facilities it has managed in the past 3 calendar years, in sufficient detail that represents a fair & accurate portrayal as to financial viability of the organization to run such a facility in a financially sustainable way. One example must be from a current facility.		-5 Not provided
Proposer must provide no fewer than 3 references from accounts where proposer is currently or has previously provided full-time, on-site management. Previous experience operating a public or non-profit center is strongly preferred.	X	Provided 7
Proposer must acknowledge in its response the following:		
The proposer agrees with all stipulations and requirements, as presented in the RFP.		
The proposer acknowledges that, if selected, the operation of the facility per the requirements of this RFP is contingent upon a successful negotiation of a limited duration operating contract with the City of Sherwood.		
Proposals shall include the heading "Request for Proposals - Recreation and Aquatic Center Operations/Management"		
Proposals shall be typewritten, with a standard body text font of at least 12-point		
Proposals shall include an introductory letter and a table of contents that provides a clear identification of the written material by section and by page number		
Introductory Letter (not scored)		
Intro letter shall address the proposer's understanding of the work to be accomplished, its willingness and commitment, if selected, to provide services offered, a brief outline of proposer's strengths in providing the required services, and a description of why proposer believes its organization should be selected. The letter should also acknowledge agreement with stipulations and requirements of this RFP	X	
Addressed to the City's Project Manager, proposer's name, as well as name, title, telephone #, and email address of the officer authorized to represent proposer in any correspondence, negotiations and signing of any contract that may result.	X	
Include address of the office that will be providing the service and the project manager's name, title, telephone # and email address.	X	
Proposer's federal and state tax ID #'s and the state of incorporation, if applicable.		
The letter must be signed by the proposer, if an individual, or by a legal representative of the proposer authorized to bind the entity in contractual matters, and shall include a description of the proposer's current legal status (corp, partnership, sole prop., joint venture etc...)	X	
Organization Experience and Qualifications		
Provide a description of the proposer's capabilities to:		
Provide a profile of the organization and describe its legal structure, principal officers and organizational structure. If proposer is a newly-formed entity comprised of multiple individuals or entities that is compiling projects from prior experience, proposer should state this clearly.	X	
Provide a copy of any organization profile, sales brochure, or other documentary information pertaining to the organization.		
Provide resumes of key personnel including proposed facility manager and principals of proposer's firm/organization.	X	
Provide the year and month proposer's organization was formed.	X	2003 / 1970
Provide a complete and detailed history of proposer's facility management experience over the last 5 years. Include contact information.	X	
Provide a list of facilities managed by proposer on behalf of clients. Include contact information.	X	Provided
Operation Plan		
Management Plan - Provide an explanation of the overall philosophy on how proposer would manage and operate the facility.		
May include:		
An overview of the timeline of critical milestones and a description of roles and responsibilities		
A suggested management organizational chart of key management of the facility. Identify all full time and part-time positions and their operational roles.		-5 Not provided
A description of the reporting structure between facility management and corporate office, and to the City of Sherwood. Describe proposed form of governance for the facility.		Not provided
Provide information on the operational performance of a comparable community to the City of Sherwood with a public agency as a partner.		Not provided
Operational reports to be provided on a quarterly basis.	X	
Marketing Plan - Provide an explanation of the overall philosophy to market the facility, including:		

An overview of marketing and promotional concept that will further the goals of the city as a premiere venue and maximize the economic impact to the region.	X	-2	Provided detail, no samples
A description of proposer's approach to booking/scheduling, promoting, advertising, and marketing events, programs and services.	X		
Identification of any competing facilities managed by the proposer.			
Identification of any synergies, alliances, key relationships and other marketing opportunities proposer will establish between other facilities it manages and how these could benefit the Sherwood facility.			
Sponsorship strategies.		-2	Not defined
Staffing			
Describe your personnel management philosophy and describe the steps you will take to ensure that only individuals of the highest quality are employed to provide recreational services.		-2	Not provided
Describe your philosophy on retaining these highly qualified individuals.		-2	Not provided
Provide a staffing plan for the facilities showing coverage during a normal operating day.		-2	Not provided
Provide a hiring plan for initial start-up.		-2	Not provided
Provide a copy of a current employee handbook and/or regulations.	X	-1	Only Table of Contents provided
Program or Curriculum			
Describe proposed hours of operation.		-2	Not provided
Describe the services that you would provide the public.		-1	List provided, not much detail
Provide details on how you would design, implement, administer, and evaluate high quality operations.		-2	Not provided
Provide a statement of the educational/guiding philosophy by which the services would be operated if the proposer were awarded the contract.		-2	Not provided
Describe how you would evaluate the quality of services and programs on an on-going basis.		-2	Not provided
Financial Plan			
A spreadsheet model that displays revenue and expenditure categories in dollar figures by fiscal year of July 1 to June 30, beginning with the 1st year of operations and carried out a minimum of 5 years. The spreadsheet model will clearly identify the operating net income each fiscal year.		-10	Not Provided
Revenue and expenditure assumptions should be clearly footnoted and explained.		-1	Not Provided
A narrative summary of proposer's strategy for minimizing the annual operating expenses and maximizing the annual operating revenues. The proposed strategy should be based on proposer's existing understanding of similar operations and/or its overall approach for maximizing revenues and minimizing expenses.		-2	Not Provided
A proposed strategy for a scholarship program and approximate amount of funds set aside each year for scholarships.		-1	Not Provided
A summary of the proposer's proposed strategy for maximizing advertising and sponsorship sales for the facility.	X		Will utilize their national network
User Fee Schedule, including a differentiation between residents of Sherwood and non-residents.		-1	Not Provided
Maintenance Plan			
The maintenance plan must consist of daily upkeep as well as maintaining the major systems and infrastructure of the facility. How the maintenance plan is foreseen to be funded must also be included.	X	-2	No plan provided, just a brief summary
Compensation			
Please provide an outline of a potential compensation proposal should proposer be selected to operate and manage the facility.		-2	Management Fee of \$276K/year plus travel not to exceed \$24K
Other			
Please include any other information that would be applicable to proposer's complete operational plan. This may include alternate proposals.			

Proposer Name: United Pool Management

Evaluator Name: Kim Young

Selection Review Committee RFP Evaluation Form

Recreational and Aquatic Center Operations and Management Services

Instructions: Each member of the Selection Review Committee will provide two evaluations for each proposal:

1. An evaluation of the written proposal.
2. An evaluation of the interview (if applicable).

Each evaluation will be made based on the following scoring criteria:

	TOTAL POINTS	100
Criteria		Maximum Score
Introductory Letter (not scored, but considered)		--
Overall Experience		30
Proposed Programming/Operational Plan		30
References		15
Budget/Financial Proposal		25
	TOTAL POINTS	100

After the interview evaluation process has been completed, determination of the successful proposer will be based on **both** the interview evaluation and the written proposal evaluation.

Written Proposal Evaluation

Criteria	Notes	Max Points	My Score
Overall Experience	This proposal does not provide me enough information to determine overall experience. They did provide a marketing plan, involves being active in the community.	30	5
Proposed Programming / Operational Plan	Very little information provided on programming and operational plans. They did provide a sample listing of programming options.	30	16
References	UPM operates many facilities and provided a number of examples. No references provided.	15	0
Budget/Financial Proposal	Cost plus fixed fee type contract. City to cover any losses. No financial projections provided.	25	0
	Total:	100	21

Note: This form is subject to Oregon Public Records Law

Interview Evaluation / United Pool Management / Kim Young

Criteria	Notes	Max Points	My Score
Overall Experience	NO INTERVIEW	30	0
Proposed Programming / Operational Plan	NO INTERVIEW	30	0
References	NO INTERVIEW	15	0
Budget/Financial Proposal	NO INTERVIEW	25	0
Total:		100	0

Note: This form is subject to Oregon Public Records Law

Proposer must be legally capable of operating in Oregon		
Proposer must have extensive & current experience in managing, owning, and/or operating multi-sport venues which provide leagues, tournaments, camps, clinics, training, aquatics programs, fitness activities, special events, and facility rentals for a variety of sports and rec activities.	X	Primarily aquatics facilities
Proposer must provide P&L statements for facilities it has managed in the past 3 calendar years, in sufficient detail that represents a fair & accurate portrayal as to financial viability of the organization to run such a facility in a financially sustainable way. One example must be from a current facility.		-5 None provided
Proposer must provide no fewer than 3 references from accounts where proposer is currently or has previously provided full-time, on-site management. Previous experience operating a public or non-profit center is strongly preferred.	X	-15 Non provided
Proposer must acknowledge in its response the following:		
The proposer agrees with all stipulations and requirements, as presented in the RFP.		
The proposer acknowledges that, if selected, the operation of the facility per the requirements of this RFP is contingent upon a successful negotiation of a limited duration operating contract with the City of Sherwood.		
Proposals shall include the heading "Request for Proposals - Recreation and Aquatic Center Operations/Management"		
Proposals shall be typewritten, with a standard body text font of at least 12-point		
Proposals shall include an introductory letter and a table of contents that provides a clear identification of the written material by section and by page number	X	
Introductory Letter (not scored)		
Intro letter shall address the proposer's understanding of the work to be accomplished, its willingness and commitment, if selected, to provide services offered, a brief outline of proposer's strengths in providing the required services, and a description of why proposer believes its organization should be selected. The letter should also acknowledge agreement with stipulations and requirements of this RFP		
Addressed to the City 's Project Manager, proposer's name, as well as name, title, telephone #, and email address of the officer authorized to represent proposer in any correspondence, negotiations and signing of any contract that may result.		
Include address of the office that will be providing the service and the project manager's name, title, telephone # and email address.		
Proposer's federal and state tax ID #'s and the state of incorporation, if applicable.		
The letter must be signed by the proposer, if an individual, or by a legal representative of the proposer authorized to bind the entity in contractual matters, and shall include a description of the proposer's current legal status (corp, partnership, sole prop., joint venture etc...)		
Organization Experience and Qualifications		
Provide a description of the proposer's capabilities to:		
Provide a profile of the organization and describe its legal structure, principal officers and organizational structure. If proposer is a newly-formed entity comprised of multiple individuals or entities that is compiling projects from prior experience, proposer should state this clearly.		-5 Not provided
Provide a copy of any organization profile, sales brochure, or other documentary information pertaining to the organization.		Not provided
Provide resumes of key personnel including proposed facility manager and principals of proposer's firm/organization.	X	
Provide the year and month proposer's organization was formed.	X	1979
Provide a complete and detailed history of proposer's facility management experience over the last 5 years. Include contact information.		-5 Not provided
Provide a list of facilities managed by proposer on behalf of clients. Include contact information.	X	-3 No contact info provided
Operation Plan		
Management Plan - Provide an explanation of the overall philosophy on how proposer would manage and operate the facility.		
May include:		
An overview of the timeline of critical milestones and a description of roles and responsibilities		
A suggested management organizational chart of key management of the facility. Identify all full time and part-time positions and their operational roles.		-5 Not provided
A description of the reporting structure between facility management and corporate office, and to the City of Sherwood. Describe proposed form of governance for the facility.		Not provided
Provide information on the operational performance of a comparable community to the City of Sherwood with a public agency as a partner.		No provided
Operational reports to be provided on a quarterly basis.	X	
Marketing Plan - Provide an explanation of the overall philosophy to market the facility, including:		

An overview of marketing and promotional concept that will further the goals of the city as a premiere venue and maximize the economic impact to the region.	X	-2	Brief marketing plan provided. No marketing samples.
A description of proposer's approach to booking/scheduling, promoting, advertising, and marketing events, programs and services.	X		
Identification of any competing facilities managed by the proposer.			
Identification of any synergies, alliances, key relationships and other marketing opportunities proposer will establish between other facilities it manages and how these could benefit the Sherwood facility.			
Sponsorship strategies.		-2	Not provided
Staffing			
Describe your personnel management philosophy and describe the steps you will take to ensure that only individuals of the highest quality are employed to provide recreational services.	X	-2	Staffing plan seems to only address aquatic needs
Describe your philosophy on retaining these highly qualified individuals.	X		Continued training
Provide a staffing plan for the facilities showing coverage during a normal operating day.		-2	Not provided
Provide a hiring plan for initial start-up.		-2	No hiring plan
Provide a copy of a current employee handbook and/or regulations.		-2	Not provided
Program or Curriculum			
Describe proposed hours of operation.		-2	Not provided
Describe the services that you would provide the public.	X	-2	Not much detail
Provide details on how you would design, implement, administer, and evaluate high quality operations.	X	-1	lacking
Provide a statement of the educational/guiding philosophy by which the services would be operated if the proposer were awarded the contract.		-2	
Describe how you would evaluate the quality of services and programs on an on-going basis.		-2	
Financial Plan			
A spreadsheet model that displays revenue and expenditure categories in dollar figures by fiscal year of July 1 to June 30, beginning with the 1st year of operations and carried out a minimum of 5 years. The spreadsheet model will clearly identify the operating net income each fiscal year.		-10	Not provided
Revenue and expenditure assumptions should be clearly footnoted and explained.		-1	Not provided
A narrative summary of proposer's strategy for minimizing the annual operating expenses and maximizing the annual operating revenues. The proposed strategy should be based on proposer's existing understanding of similar operations and/or its overall approach for maximizing revenues and minimizing expenses.		-2	Not provided
A proposed strategy for a scholarship program and approximate amount of funds set aside each year for scholarships.		-1	Not provided
A summary of the proposer's proposed strategy for maximizing advertising and sponsorship sales for the facility.		-1	Not provided
User Fee Schedule, including a differentiation between residents of Sherwood and non-residents.		-1	Not provided
Maintenance Plan			
The maintenance plan must consist of daily upkeep as well as maintaining the major systems and infrastructure of the facility. How the maintenance plan is foreseen to be funded must also be included.	X	-2	No Plan provided, just a brief summary
Compensation			
Please provide an outline of a potential compensation proposal should proposer be selected to operate and manage the facility.	X	-2	Cost plus fixed fee - Amount of fee not listed
Other			
Please include any other information that would be applicable to proposer's complete operational plan. This may include alternate proposals.			