

**THE CITY OF SEATTLE DEPARTMENT OF PARKS AND
RECREATION**

REQUEST FOR PROPOSAL (RFP)

**OCCIDENTAL SQUARE SEASONAL ICE SKATING RINK -
DEVELOPMENT AND OPERATION**

Proposal Due Date: May 27, 2009 Prior To 4:30 pm



MAILING ADDRESS AND CONTACT INFORMATION:

The City of Seattle Department of Parks & Recreation
Attention: Charles Ng, Manager
Magnuson Park Business Resources
6310 NE 74th Street, #109E, Seattle, WA 98115
Phone: 684-8001 - Fax: 615-0857
Email: charles.ng@Seattle.gov

Web site: <http://www.seattle.gov/parks/partnerships/rfp.htm>

DATE: April 15, 2009

TO: Respondents to Occidental Square Park Ice Skating Rink
Request for Proposal

FROM: Timothy Gallagher, Superintendent
Seattle Department of Parks and Recreation

SUBJECT: Occidental Ice Skating Rink Request for Proposals (RFP)

PURPOSE:

The City of Seattle, Department of Parks and Recreation, is issuing this Request for Proposal (RFP) for an Operator to **install and manage** the ongoing operation of a seasonal, temporary Ice Skating Rink at Occidental Square Park for the winter of 2009-2010.

The selected Operator will be allowed to propose a management and business plan that includes concession activities, event programming, and other activities that generate revenues to help defray their operating costs.

The Department will select the proposal that best addresses the goals and purposes as described in the RFP. Please review the following information carefully, and thank you for your interest in this RFP.

SERVICE AREA:

Occidental Square Park is a publicly owned park located on Occidental Ave. S between S. Washington St. and S Main St. in the heart of the historic Pioneer Square district--a neighborhood filled with art galleries, book stores, antique shops, eateries, and night life venues. This newly renovated square is frequented by tourists, shoppers, office workers, residents, and wanderers. Sycamore trees show off their mottled bark in the winter; bistro furniture and bocce courts provide places to relax and play. The Department estimates that there are over 400,000 visitors to the site per year.

RFP SCHEDULE:

March 31, 2009	Complete Draft of RFP Packet
April 15, 2009	Final RFP Packages available for pick up or mailed out to potential proposers and interested parties
April 15, 2009	Publish Ad in news media locally
April 29, 2009	Deadline for written questions to the Dept. from proposers
May 6, 2009	Deadline for Dept. responses to proposers' questions
May 27, 2009	RFP Submittal Deadline
June 2-3, 2009	Evaluation Panel reviews and scores proposals
June 9-10, 2009	Oral interviews – Optional by Department
June 17, 2009	Recommendation to Superintendent of successful proposer
June 24, 2009	Superintendent decision, successful proposer notified
July 1, 2009	Issue a one year permit to operate pending finalizing the long-term agreement

July - Aug. 2009	Agreement negotiation
September 2009	Law Dept. and Dept. of Finance review of Agreement/Legislation
October 2009	Proposed Ordinance is submitted to the City Council
November 2009	Agreement commencement date

RFP INSTRUCTIONS:

The RFP package will be available on April 15, 2009 at the Magnuson Park & Business Resources Office, located at 6310 NE 74th Street #109E, Seattle, WA 98115. The packet will also be available at the following Web Page: <http://www.seattle.gov/parks/partnerships/rfp.htm>.

Completed Proposals are due to the Magnuson Park & Business Resources Office noted in the address above by 4:30 p.m. on **May 27, 2009. The Parks Department will NOT accept any Proposals received after that date and time.**

The Seattle Department of Parks and Recreation is an Equal Opportunity Employer. Respondents are required to comply with Nondiscrimination Seattle Municipal Codes 14.04, 14.10, and 20.42. Minority and Women-owned firms/individuals are encouraged to respond.

SELECTION OF OPERATOR/PROTEST PROCEDURE:

The Superintendent intends to make a decision regarding selection of a new Operator and notify all respondents by June 24, 2009.

The City reserves the right to reject any and all Proposals and to re-advertise the RFP if desired or cancel the process entirely. Any RFP which is incomplete, conditional, obscure, or which contains additions or deletions not called for, or includes irregularities of any kind, may be rejected.

Any protest of the City’s decision, including the selection of an Operator, must be in writing and received by the Superintendent’s Office no later than 4:00 P.M. local time, within 10 days from the date of the notification issued by the Superintendent. Written protests must state all facts and arguments on which the protesting party(ies) relies in protesting the selection. The Superintendent will consider the protest and will issue a written decision within five business days after the receipt of the protest, unless additional time is required, in which case, the protesting party will be notified of the delay. The decision of the Superintendent will be final and conclusive.

Please contact Charles Ng Magnuson Park and Business Resources Manager, at (206) 684-8001 if you have questions or need more information.

End of Superintendent’s introduction and overview of RFP.
RFP PACKET AND MATERIALS

A. PURPOSE AND RFP EXPECTATIONS:

The City of Seattle Department of Parks and Recreation (“Department”) is seeking interested parties to submit Proposals for the development and operation of the Department’s Occidental Ice Skating Rink (“Ice Rink”) to be located at Occidental Ave. S and S Main St. in Seattle, WA as described herein.

Proposals will include the amount of financial investments and term of the contract that Proposers deem most optimal for their business and operation plan. The Department anticipates entering into a long term agreement with an Operator who submits the most acceptable proposal

The Department will maintain the authority to stop or alter the operation of the Ice Rink if the agreement is breached. The development and operating agreement will require approval by the Mayor and City Council prior to final execution.

B. SCOPE OF WORK:

The successful Operator (“Operator”) that is selected by the Department is expected to be responsible for all planning, design, permitting, construction, operation, maintenance, and removal costs relating to the development as agreed upon with the Department. Installation and operation should enhance the Ice Rink in terms of functionality and safety, while meeting city building codes and Parks design standards. The operation of the Ice Rink should be done in a financially self-sustaining manner that does not have, or at least minimizes, a negative financial impact to the City. The Ice Rink shall be removed at the Operator’s sole expense once the peak season is over and the premise and space returned to its original configuration. Any damage to the premise and space will be repaired at the Operator’s expense.

General Requirement for Outdoor Ice Rink:

Installation/removal, management and operation of a temporary, seasonal, outdoor ice skating rink. The Ice Rink will be open to the general public for recreational ice skating and figure skating during the holiday and winter season of 2009/2010

Ice Rink Specs:

Outdoor rink will be located at Occidental Square Park. The rink should be approximately 50’ x 100’ with capacity of 120 skaters.

Contractor must provide the following:

1. Design and build of substructure for ice rink
2. Air-Cooled Refrigeration System/pumps/hoses/expansion tank
3. Generator
4. Insulation and Vapor Barriers (including insulation to level the site)
5. Modular Railing System with ability for sponsorship names and information
6. Ice Rink Maintenance equipment (i.e. Zamboni) used daily

7. Rental ice skates and sharpening service
8. Skate change deck area with rubber floor covering (approximately 12' x 60')
9. All professional supervision and general labor for set-up and strike
10. All tools, equipment and supplies for set-up, strike and maintenance
11. Refrigeration Technician on-call 24-hours during the entire term
12. All equipment and amenities installed and ready for test of equipment and facilities forty-eight (48) hours in advance of opening,
13. Assumes public operation of the Ice Rink
14. Provide all releases and/or sign-up sheets to City for review and make modifications, if necessary
15. Commercial General Liability Coverage
16. Add City of Seattle as an additional insurer on insurance

Management and Day-to-Day Operation:

Supplier will provide for professional, experienced, on-site management, staffing to include qualified ticket sales representative(s), skate rental attendant(s), safety monitor(s), and maintenance personnel to be on-site during entire term of the permit. Includes:

1. Manager experienced with liability protection
2. Employee uniforms that clearly designate employees as staff
3. Professional pre-recorded announcements and general entertainment which should include sound system, microphone and music approved by City staff
4. Cash register equipment
5. Daily business reporting; monthly business reports to City staff
6. All human resource functions for ice rink-specific personnel, workers compensation insurance, payroll and taxation functions, fingerprint and/or background checks on staff, etc.
7. Maintain accurate and timely records of all cash handling, ticket sales and skate rentals
8. Coordination of group sales and special events, if required
9. Maintain timely and good working relationship with all City staff involved with the Ice Rink
10. The successful consultant shall attend, at a minimum, a project kick-off meeting and meetings as necessary during the duration of the contract.

C. PROPOSED CONTRACT TERMS – OPERATIONS AND MAINTENANCE:

- a. Utilities
 - Operator to be responsible for all utility costs

- b. Ongoing Janitorial/Grounds Maintenance

- Operator at its sole cost and expense shall maintain the facility in accordance with Department standards to the sole satisfaction of the Superintendent
 - The Operator will provide routine maintenance and preventative maintenance for all Ice Rink components such as plumbing, fixtures, fencing, lighting, electrical and HVAC that are part of the Ice Rink operation, and will maintain the grounds
- c. Public Use/Access
- Operator will ensure park areas adjacent to premises remain free and clear of obstructions to park use
 - Programs and activities developed by the Operator must include some viable level of public programming that supports accessibility to the Ice Rink and reduces barriers to such access
- d. Public Benefits
- The Operator will provide some programs that are free or at discounted prices to support these uses; such fees shall be reviewed and approved by the City
- e. Licenses, Taxes and Permits
- The Operator shall be responsible for all licenses, taxes and permits.
- f. Insurance
- The Operator will provide liability insurance and insurance for its personal property within the Ice Rink
- g. Signage
- There are restrictions on exterior signage, directional signage within the park and aesthetic considerations that apply to the exterior of the Ice Rink
 - Proposals should clearly set forth the exterior signage package as part of the proposal
 - The Operator will install and maintain any signs that it installs to the satisfaction of the Department
- h. Fees
- The Operator will charge fees that are consistent and in compliance with the Department's Fees and Charges Policy and submit any variations and modifications of such fees to the Department for review and approval prior to implementation

D. IMPORTANT – STATEMENT OF INTEREST:

Please immediately complete and return the short statement of interest form that follows this page so that we can tailor our distribution of additional materials and discontinue sending you materials if you are not interested in submitting a proposal.

EXPRESSION OF INTEREST FORM

Firms, individuals and organizations are asked to indicate that either they (1) may submit a proposal or (2) do not intend to submit a proposal. Interested parties should become listed as Interested Parties of Record by immediately completing and returning this page to the Department so that updates, answers to questions or amendments can be provided to the interested party by the Department throughout the RFP process. Organizations that are not interested in submitting proposals will be removed for the list of organizations that receive updated RFP information.

(Please check and clearly indicate your preference)

Either (1) Our organization **IS** considering submitting a proposal,

or

(2) Our organization **WILL NOT** submit a proposal.

LEGAL NAME OF ORGANIZATION, FIRM, LLC, INDIVIDUAL OR PARTNERSHIP: _____

THE PRIMARY CONTACT FOR THIS RFP WHO SHOULD RECEIVE UPDATES:

Name: _____ Title: _____

Phone: _____ Email address: _____

Address: _____

City: _____ State: _____ Zip: _____

Please immediately return only this page to:

The City of Seattle Department of Parks & Recreation

Attention: Charles Ng, Manager, Magnuson Park Business Resources

6310 NE 74th Street, #109E, Seattle, WA 98115

Phone: 684-8001 - Fax: 615-0857 - Email: charles.ng@Seattle.gov

The Department will acknowledge the receipt of this information. If you do not receive an acknowledgement within 5 working days, then please contact Charles Ng at (206) 684-8001 immediately.

E. DEFINITIONS OF TERMS:

INTERESTED PARTIES OF RECORD – Individuals, firms and organizations that have indicated to the Department in writing that they plan to submit a proposal and therefore desire to receive additional information that may be available, such as, written answers to questions, RFP amendments and other updates provided by the Department.

QUALIFICATIONS – Shall mean demonstrated experience and success as a Proposer and/or Operator in the critical areas as identified which includes, but is not limited to: client references, business references, a demonstrable successful history of ice rink or public event venue operations and/or other Department and recreation programs and property management experience, the ability to insure operations and bond performance and other criteria set forth in the RFP.

RFP - Shall mean the City of Seattle Department of Parks and Recreation’s Request For Proposals.

PROPOSER – The term “Operator” shall be interchangeable with Proposer. The person(s), firm(s) or organization(s) selected by the RFP process to develop and operate the proposed Ice Rink.

CITY - Shall mean the City of Seattle, a municipal corporation, its various departments, officers, officials, employees and citizens.

SUPERINTENDENT - Shall mean the Superintendent of the Department of Parks and Recreation or his designee.

EFFECTIVE DATE - Shall mean the date the Agreement is executed by both parties.

PUBLIC BENEFIT – The positive benefits available to the general public resulting from an Ice Rink, project, program or other use. This includes maintenance, management and operation of the Ice Rink, free and reduced price activities and programs that are created for general public use.

HVAC – Shall mean the heating, ventilation and air conditioning system installed in the Ice rink.

F. THE RFP SUBMITTAL STANDARDS AND PROCESS:

1. The City reserves the right to reject any and all proposals received after the deadline for submittal, or any that do not comply with proposal guidelines and requirements.
2. The City reserves the right to negotiate with top ranked Proposer(s) on changes in the scope of the project or the specifications of the RFP or other requirements to assure that the facilities and any payment agreements are in the best interest of the City and the public.
3. If negotiations are successful, a final comprehensive agreement will be executed between the City and the successful Proposer based upon the contents of this RFP, the Proposer’s proposal and any negotiations

agreed between the City and the Proposer. The final comprehensive agreement is subject to approval by the Mayor and City Council.

4. If the City and the top rated Proposer are unable to reach final agreement on a comprehensive agreement, the City may terminate negotiations with the Proposer and begin negotiations with the second rated Proposer, or may make no award and terminate all negotiations.

G. PROPERTY DEVELOPMENT EXPECTATIONS;

The City expects the Ice Rink to be developed at the Proposer's sole cost and expense from its installation to fully operational as described in the Operator's Proposal. The Proposer must address all aspects of funding, permitting, and clearly show the Proposers schedule for making the Ice Rink fully operational for the proposed use within a mutually agreeable time frame

H. OPERATIONS EXPECTATIONS:

The City expects that the Proposer/Operator shall, (1) coordinate marketing including the development and maintenance of a web site with scheduling information, calendars and upcoming events, (2) recruit, select and train personnel, (3) install point of sales, ticketing, and accounting systems, (4) complete and implement a system of operating policies and procedures and (5) test and certify the safety of all equipment and customer accessible fixtures. The Operator shall operate the Ice Rink (a) in a financially self sustaining manner without subsidy from the City, unless specifically agreed to in advance, (b) shall operate the Ice Rink consistent with the Contract between the City and the Proposer and (c) shall operate the facilities for the benefit of the community and users of the Ice Rink. The primary purpose of the Ice Rink is to provide public benefit; the primary purpose is not to advance the business of the Operator at the expense of the City and users of the Ice Rink.

I. CITY OF SEATTLE ORDINANCE PROCEDURE AND DISCLAIMER:

There is a clearly defined procedure for the Department to follow to obtain a City Ordinance. Even though the Department will be working in advance of the final selection, this procedure can take several months to complete. The Department will need to develop an Ordinance for the authority to enter into an agreement with the Proposer/Operator. While the Department expects the approval of the Mayor and City Council as expressed by the proposed Ordinance, the Proposer/Operator should understand that this approval is not a certainty.

J. ORAL QUESTIONS AND ANSWERS; NOT PRESENTATIONS.

After proposals are submitted and the evaluations have begun, the Evaluators may have written questions that will be sent by the Department to each Proposer. Each Proposer may be asked to attend a mandatory Question and Answer Session. This Question & Answer Session is not an opportunity for Presentations, rather it is expected that each Proposer fully answer each question posed by the Evaluators. The answers should be provided in written form and recited during the answer session. Again, there will be no time provided for Presentations.

K. AWARD METHODOLOGY:

An Evaluation Panel will review the Proposals in accordance with proposal instructions, guidelines and forms provided by the Department for the RFP process. The panel will score the Proposals using written, pre-determined scoring criteria and may interview the Proposers to gain additional information about any questions that the Panel may have. The Panel will make a final recommendation to the Superintendent regarding acceptance or rejection of each Proposal along with a recommendation for the Proposal(s) that is (are) most advantageous to the City. Acceptance or rejection of the Proposal(s) will be at the Superintendent's sole determination.

L. PROTEST PROCEDURE:

The following is the process to appeal a Proposal selection made by the Evaluation Panel or Superintendent.

1. Notice of Selection: the City will mail a written notice of Selection to each Proposer that submits a complete proposal prepared in accordance with Proposal Instructions for this project. The notice of Selection will list the Proposal(s) deemed most beneficial to the City and therefore selected for award.
2. No Protest For An Incomplete Or Late Submission: No Proposer shall have the right to protest an award or rejection of a proposal based upon its submission of (1) an incomplete proposal, (2) a proposal that does not follow RFP guidelines or (3) a late Proposal submission.
3. Protesting an Award Selection: A Proposer that has timely submitted a complete Proposal and that desires to appeal an Award shall do so as follows:
 - a. Written Notice of Protest: The Proposer shall deliver a written notice of protest no later than 10 (Ten) business days following the receipt of the City's written notice of Selection. Copies of all protests should be mailed or delivered by the protesting party to the Superintendent within 10 days of the notification of decision no later than 4:00 P.M. local time, following the receipt of the City's written notice of Selection.

- b. Contents: The Proposer shall clearly set forth in the written notice of protest the basis of the protest in general terms.
- 4. Waiver: The Proposer's failure to submit a timely notice of protest constitutes the Proposer's waiver of any and all rights to challenge the Proposal Award, whether by administrative process, judicial process or any other legal process or proceeding.
- 5. Superintendent review and decision: If the Proposer delivers the required notice of protest within the time limit stated herein, The Superintendent will review the RFP recommendations and the facts alleged as grounds for the protest. The Superintendent will render a written decision within five business days after the receipt of the protest unless additional time is required, in which case, the protesting party will be notified of the delay by the Superintendent's office.
- 6. The decision of the Superintendent will be final and conclusive.
- 7. Delay of Proposals: Notwithstanding anything to the contrary contained in this appeal process, it is the City's intent that this project will NOT be delayed or postponed to allow for completion of a protest.

M. PROPOSAL GUIDELINES;

- 1. The Proposal should be printed on 8 ½ inch by 11 inch paper and be presented bound and separated by section dividers that match the numbering sequence in the RFP Questionnaire.
- 2. Oversize drawings (larger than 11x17), if provided, should be folded and inserted in plastic carriers.
- 3. Five (5) copies of the Proposal shall be delivered, no later than 4:30 p.m., May 27, 2009 to Charles Ng.
- 4. In order for the City to accept and evaluate a Proposal, the submittal must be signed by an individual legally empowered to bind the Proposer and must have been fully completed, along with any other attachments or supporting documentation required. The City will not accept submission of incomplete documentation. Incomplete documentation, failure to sign the proposal, failure to conform to the submittal standards and submission of a proposal after the deadline will result in the rejection of the Proposal.
- 5. The Proposer shall rely on only this Request for Proposals document and any written supplement issued by Charles Ng for guidance on preparation of the Proposal submittal. Proposers shall not rely on any other written or any oral statements of the City or its officers,

directors, employees or agents regarding the overall project or the Proposal in preparing and submitting the Proposal.

6. Each Proposer should be aware the City will comply with State law (Revised Code of Washington - RCW) that applies to the release of public information. The information which a Proposer submits to the City shall be available for public disclosure.
7. Any questions or requests must be submitted in writing prior to the deadline for submission of the Proposal as shown in the enclosed RFP schedule and addressed to the attention of the City of Seattle Department of Parks & Recreation, Attention: Charles Ng, Manager, Magnuson Park Business Resources, 6310 NE 74th Street, #109E, Seattle, WA 98115.
8. Proposers shall be responsible for all costs associated with development of their proposal, whether selected or not.
9. **SUBMITTING THE PROPOSAL.**
 - a. Clearly label the exterior of your submittal package(s) with the name of your organization.
 - b. Clearly write "RFP For Occidental Ice Skating Rink" on the exterior of the package(s).
 - c. The submittal package should be sealed.
 - d. If more than 1 package is submitted then clearly mark the exterior of each pack to denote the total number of packages in the submittal, such as "1 of 3".

N. DRAWING & TECHNICAL SUBMITTAL GUIDELINES;

Provide a description of the various aspects of the project, including location and design including schematic plans for the Ice Rink.

O. FINANCIAL SUBMITTAL INSTRUCTIONS AND EXPECTATIONS;

1. Explain the funding for (1) the installation and (2) subsequent operations. Clearly explain the timing and contingencies of your funding plan. The identity of any third party that will provide financing for the project and the nature and timing of their commitment should be clear. The financial plan should also clearly state any expectations the Proposer has for City funding or other City financial support or concessions. The City has no funds currently available for installation or operation of the facilities. Proposals that generate revenue to the City will be favored.
2. Explain your ability and plans to provide accurate and timely financial reporting including Annual Budget, Annual Reports, Traditional Use and Monthly Reports.

- a. Annual Reports. Operator shall submit to the City, for its review and approval, within 45 (forty five) days of the end of a calendar year, not including the first Operating Year, an annual report ("Annual Report"). Each Annual Report shall include a description of the physical condition of the Ice Rink and list any repairs or improvements made during the most recently concluded Operating Year. Each Annual Report also shall include a detailed revenue, cost and expense report in a form acceptable to the City.
- b. Monthly Reports. Operator shall submit to the City, for its review and approval, on or before the tenth day of the month following each month of operating under this Agreement, a detailed and complete Monthly Operating Report (Monthly Report). Each Monthly Report shall include the base payment made to the City and a summary regarding the physical condition of the Ice Rink. Each Monthly Report also shall include a summary of the financial condition of the Ice Rink operation including the revenue, the detailed costs and other financial data as may be required by the Department. The Operator shall provide additional information and documentation relating to any expense or income entry as the Department may require.
- c. Quarterly user report. Operator shall submit to the City on or before the tenth day of the last month of each quarter, a written report that details the type of use, clients, programs and activities scheduled at the Ice Rink.

**Please do not return this section of the RFP with your proposal.
END OF RFP INSTRUCTIONS.**

RFP QUESTIONNAIRE

THIS IS THE BEGINNING OF THE RFP QUESTIONNAIRE

This is the Proposal Execution Page. You must complete, sign, date and submit this notarized statement as the first page of your proposal.

EXECUTION

The undersigned is a legally authorized representative of the Proposer. The legal name of the Proposer is:

I _____ (*Printed Name*), being first duly sworn, state that all statements and information contained in this Proposal are complete and accurate and that this Proposal contains no false or deliberately misleading information.

Title: _____

Signature: _____
(*Signature of an individual legally entitled to bind the Proposer*)
(*Be certain to have this notarized*)

Subscribed and sworn to before me this ____ day of _____, 2009

Notary Public in and for the State of _____

Residing at:

Expiration Date: _____

PROPOSAL INSTRUCTIONS

Provide your responses to the following questions in the order provided herein. Clearly number your responses to correspond to the numbering sequence in the RFP and assemble the proposal using numbered tabs that correspond to the numbering sequence contained in the RFP Questionnaire.

The proposal should be concise, well organized and demonstrate the proposer's qualifications and experience applicable to the project.

1. PROJECT SUMMARY

Prepare a project summary demonstrating your firm's ability in building, maintaining and managing an outdoor ice skating rink. Immaterial deviations in a proposal may be waived. Such waiver in no way modifies this RFP or excuses the proposer from full compliance of contract requirements if the proposer is awarded the contract.

2. PROJECT SCOPE OF WORK AND METHODOLOGY

Prepare a brief work program for the tasks described in the Scope of Work. The work program should demonstrate the proposer's ability to install, remove, manage and operate the Occidental Ice Skating Rink. If you believe a task description does not accurately or adequately describe the work required for the project, explain the changes or additions.

3. PROJECT TEAM

Provide an organizational chart of the project team. Identify and provide a contact address, phone number and email for the project manager.

4. STAFFING REQUIREMENTS

Identify key personnel that will be assigned to the project. Describe the qualifications of each team member and their availability, including any subcontractors. The contract will provide that any substitution of key personnel is subject to written approval by the City.

5. EXPERIENCE AND QUALIFICATIONS

The City would prefer a Consultant with a minimum of three (3) years performing service requested.

6. REFERENCES

Provide the agency names, addresses, contact names, titles, and telephone numbers of at least three (3) former clients for whom your firm has performed services similar to those described for this project within the last five (5) years. In addition, provide at least three (3) references for which the proposed Project Manager has provided comparable project services.

The description should include the following information:

1. A brief description of the scope of each contract
2. A description of the involvement of each person listed in the proposal, as applicable
3. The approximate dollar value of professional services rendered

7. Operation and Business Plan

1. What is your vision of how this program will be operated?
2. What kinds of admission fees are you planning to charge?
3. How are you financing this project?
4. What are your expected revenues and expenses for the first 5 years?
5. How will you market and grow this program?
6. What management controls will you have in place to regulate expenses and revenues, and quality control?
7. What types of public benefits are you proposing to the City?
8. Other program and/or business strategies?

OPERATOR SELECTION PROCEDURE

The following is an outline of the procedures the City will use in the selection process:

- A. An Operator Selection Committee will consist of at least the Recreation Division Director, a representative from Finance, Center City Manager, and Partnerships Manager.
- B. The Operator Selection Committee reviews proposals submitted by prospective parties.

- C.** The Operator Selection Committee evaluates and selects proposals for interviews based upon the following percentage-weighted criteria:
1. Demonstrated understanding and viability of the project as evidenced in the proposal (25%).
 2. Demonstrated competence, experience, and qualifications for the types of services to be performed (25%).
 3. Demonstrated a solid Operation and Business Plan-(35%).
 4. The availability and responsiveness of personnel for the project (15%).
- D.** Based on the evaluation of submitted proposals, the selection committee may select up to three (3) Operators to present and discuss their proposal.
- E.** Negotiations will take place with the highest-ranked Operator.
- F.** Once an Operator is selected, the committee will make a recommendation to the Superintendent.

END OF RFP

THANK YOU FOR YOUR RFP SUBMISSION