



TOWN OF STRATFORD

RFP # 2009-041

Operations Management Contract

Short Beach Miniature Golf Course

April 7, 2009

GENERAL INTRODUCTION

The Town of Stratford is seeking Requests for Proposals for provision of contract management, of the operation of the Town's miniature golf course.

The Miniature Golf Course is located in Short Beach Park, 1 Dorne Drive Stratford, CT.

It is understood that the RFP and the innovative approaches, guarantees, and experience demonstrated therein shall be the general basis used by the Town for selection of a Firm to provide these professional services. The evaluation criteria shall consider the innovative approaches, ability to make financial and technical guarantees, experience and technical expertise of each competing contractor. After the Town has selected the highest scoring Firm the Town will immediately begin negotiations. Should the negotiations fail to result in an executed agreement, the Town may elect to terminate negotiations with the first ranked Firm and, begin negotiations with the second ranked Firm, and so on, or cancel the process.

All questions concerning this Request for Proposal shall be submitted in writing to:

Phil Handy, Superintendent of Parks: phandy@townofstratford.com or
Mike Bonnar, Purchasing Agent: mbonnar@townofstratford.com

Contact with either Town or Miniature Golf Course Commissions is prohibited and can be considered grounds for disqualification from the selection process.

Questions must be received at least ten (10) days prior to the proposal due date. Copies of questions and answers, and any addenda to supplement the RFQ/RFP will be sent to each Firm no later than three (3) days prior to the proposal due date. Only formal written responses to properly submitted questions will be binding.

Proposals are due on **April 28, 2009**, no later than **3:00 PM** pm to the following location:

Stratford Town Hall
Department of Purchasing
Room 202
2725 Main Street
Stratford, CT 06615

Any proposal received after **the stated time and date** will not be considered.

Proposals may be withdrawn at any time prior to the award. The Town must be notified of the Firm's intent to withdraw from consideration by written advice.

I. REQUIRED STANDARDS FOR QUALIFICATIONS

This section established certain standards of experience and financial capability that the Town requires for a Firm to be considered qualified. The Proposal must demonstrate that the Firm's experience and financials capability are equal to or exceed the requirements listed below. The Town in its sole discretion will decide if a Firm meets the standards. Each Firm must answer honestly and completely.

- A. Firm must identify when the company was organized, date incorporated, where incorporated and how many years engaged in providing services under that name. For all facilities where you have provided continuous management service for one year or more, provide the client name, contact, address and phone number and a description of the projects.
- B. Firm must have management experience and provide a resume of their current and previous employment. Include the name, contact, address, and phone number.

II. OTHER FIRM INFORMATION

Each qualified Firm must respond to each of the following request/questions in a clear and comprehensive manner. Failure to do so may result in disqualification.

- A. Provide the full name, corporate tax identification number and main office address of the entity (hereinafter referred to as the "Firm"), which would ultimately enter into a contract with the Town. Copies of the incorporation papers are required.
- B. Provide a listing of all operations contracts which the Firm has currently including the gross annual amount of each contract; the contract start date; the anticipated completion date; the named address; contact person; and telephone number of the owner of the facility; and the size and type of facility.
- C. Does any councilperson or other officer, employee, or person, which is payable in whole or in part from the Town have any direct or indirect personal interest in the Firm? If so describe the circumstances.
- D. Discuss the Firm's procedures for conducting evaluations and reviews that result in implementation of improvements in operations and improve financial performance.

- E. Demonstrate Firm's experience with reference to labor relations, contractual and legal issues, personnel benefits, employee orientation and training.
- F. Firm's approach to sharing information with municipal clients relative to operational budgetary, and financial matters. Examples of reports should be included with the proposal.
- J. A brief description of any litigation brought against the Firm over worker health and safety, labor laws, or affirmative action, as these issues relate to performance of duties.
- K. If applicable, describe the circumstances under which the Firm was terminated from a contract for cause.

III. PROJECT PURPOSE AND OBJECTIVE

The purpose of this project is to operate and manage the Town's Miniature Golf Course more cost effectively and more cost efficiently. The objective is to improve customer relations. Therefore the Town is seeking to contract with an experienced Firm to manage the facility on a profitable basis.

IV. PROPOSAL SUBMISSION CONTENT

Firms are required to submit an original and (12) twelve copies of their proposal. The submittal document for complying with the Statement of Qualifications (SOQ) portion of the RFP are suggested to contain at least the chapters that follow:

- Qualifications/Related Experience
- Operating Plan
- Financial Plan
- Improvements Plan
- Draft Contract

The statement of Qualifications shall identify any and all non-monetary terms and conditions associated with the services included in the SOQ. After selection of the Firm, the scope of the work shall be clarified; any changes shall be negotiated along with the agreement, beginning with the Draft Contract submitted in the SOQ.

Following are further discussions relative to the content of the suggested chapters of the SOQ.

Operating Plan – The Operating Plan should discuss the following topics:

1. Provide a detailed staffing plan indicating the positions the Firm feels is necessary to provide services.
2. Provide an operating plan for the facility and other responsibilities that indicate how the Firm will provide operations and management services.

Draft Contract – Include a draft contract for Town review. A summary of some of the general provisions the Town will expect to see in any final contract are as follows:

Provision that the management contract be not less than (1) one year, renewable each year for a total of a maximum of (4) four extensions.

Provision that the Firm will be responsible for all operational costs: including salary and wages of staffing to include staffing necessary to operate ticket sales and course play. Contractor is responsible for hiring and compensating all employees necessary for course operations. Provision that the Firm shall provide a sufficient number of qualified personnel for operating the golf course and are capable and demonstrate experience necessary.

Provision the contractor shall comply with the requirements of the Town regarding affirmative action provisions for minority hiring.

Provision for contract termination if the level of performance is unsatisfactory.

V. SCOPE OF SERVICES

The scope of services by the selected Firm are to include:

1. Provision of full service operation and management services as required to operate the miniature golf course at Short Beach with adequate staffing of the facility with personnel to provide operation and management services in a responsible and professional management.
2. Promotion of the miniature golf course to promote play; administer various promotions and provide a high level of customer service.
3. Contractor is responsible for all improvements and maintenance of the miniature golf course and all costs of operation.

VI. FEE PROPOSAL

A separate fee proposal shall be delivered with the RFP. The submittal document for complying with the Price Proposal portion of this procurement is suggested to contain at least the topics that follow:

- Details of lease fee
- Terms and Conditions

VII. REVIEW OF RFP's

All RFP's submitted in accordance with the requirements of the Request will be reviewed for completeness and responsiveness.

Selection of a Firm to perform the operations services will be based upon proven technical and financial capability. The Town's sole judgment will determine the most-qualified Firm. In addition to the data and documentation being submitted by the Firm in response to this request, the Town reserves the right to make on-site inspection and evaluation of any facility at which contract operations services are currently being performed by the Firm. If the Town chooses to exercise this right, the Firm shall provide a representative, with or without notice, to accompany the Town or its delegated representatives on any on-site inspection.

VIII SELECTION/EVALUATION CRITERIA

The Town will use the following criteria in the selection of the proposal.

- Proposal completeness and clarity
- Qualifications to operate the facility and to provide services based on previous experience, management capability, technical resources and financial strength.
- Performance of facilities currently under Firm's management. Visits to sites and/or contact with municipalities presently being serviced will be made if thought to be necessary to complete the evaluation.
- The qualifications of the personnel.
- The methodology to deal appropriately with the transition from Town operations to contractor operations, the method of staffing the miniature golf course and approach to employees.
- The performance and cost guarantees that are proposed.
- Clarity of price proposal in terms of services to be provided
- Comparison to other contractors' fees
- Improvements Plan

IX EXCLUSIONS/ADDITIONS

It is understood that the Firm shall submit the RFP to provide only those services described in this Request. However, the Town reserves the right to negotiate for additional services.

X NEGOTIATIONS WITH THE HIGHEST SCORING FIRM

The Town regards the submission of the RFP as the most important factor in selection of a firm to provide long-term operation, maintenance and management of the miniature golf course.

The Town intends to negotiate a contract with the Firm with the highest score as determined by Selection Committee. However, should the negotiations with the highest score not produce an acceptable financial arrangement and contract, the Town will request the Firm placing second in the evaluation process to begin negotiating.

The responsibility for the final selection and contract negotiation rests solely with the Town.

The Town shall not be liable to any Firm for costs associated with responding to the RFP for the Firm's participation in any oral interview, or for any costs associated with negotiations.

The Town of Stratford may consider informal any proposal not prepared and submitted to the Town in accordance with the provisions herein stated. The Town of Stratford reserves the right to reject any or all proposals or parts of proposals: to waive defects in same proposals: or to accept any proposal or part thereof deemed to be in the best interest of the Town of Stratford.