



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

REQUEST FOR PROPOSALS

Item Description: CONSULTANT FOR EVALUATING TRIGGS GOLF COURSE

Date to be opened: FEBRUARY 19, 2019

Issuing Department: MAYOR'S OFFICE

QUESTIONS

- Please direct questions relative to the bidding process, how to fill out forms, and how to submit a bid (Pages 1-8) to Purchasing Agent Patti Jordan.
 - Phone: (401) 680-5264
 - Email: pjordan@providenceri.gov
 - Please use the subject line “**RFP Question**”
- Please direct questions relative to the Minority and Women’s Business Enterprise Program and the corresponding forms (Pages 9-13) to the MBE/WBE Outreach Director for the City of Providence, Grace Diaz
 - Phone: (401) 680-5766
 - Email: gdiaz@providenceri.gov
 - Please use subject line “**MBE WBE Forms**”
- Please direct questions relative to the specifications outlined (beginning on page 14) to the issuing department’s subject matter expert:
 - Sabrina Solares-Hand
 - (401) 680-5534
 - ssolareshand@providenceri.gov
 - Deadline for questions is February 5, 2019

Pre-bid Conference

There is no pre-bid conference for this RFP.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

INSTRUCTIONS FOR SUBMISSION

Bids may be submitted up to **2:15 P.M.** on the above meeting date at the **Department of the City Clerk, Room 311, City Hall, 25 Dorrance Street, Providence.** At 2:15 P.M. all bids will be publicly opened and read at the Board of Contract Meeting in the City Council Chambers, on the 3rd floor of City Hall.

- Bidders must submit **2 copies** of their bid in sealed envelopes or packages labeled with the captioned **Item Description** and the **City Department to which the RFP and bid are related.** (On page 1)
- Communications to the Board of Contract and Supply that are not competitive sealed bids (i.e. product information/samples) should have “**NOT A BID**” written on the envelope or wrapper.
- Only use form versions and templates included in this RFP. If you have an old version of a form do not recycle it for use in this bid.
- The bid envelope and information relative to the bid must be addressed to:

**Board of Contract and Supply
Department of the City Clerk – City Hall, Room 311
25 Dorrance Street
Providence, RI 02903**

****PLEASE NOTE:** This bid may include details regarding information that you will need to provide (such as proof of licenses) to the issuing department before the formalization of an award.

This information is NOT requested to be provided in your initial bid by design.

All bids submitted to the City Clerk become public record. Failure to follow instructions could result in information considered private being posted to the city’s Open Meetings Portal and made available as a public record. The City has made a conscious effort to avoid the posting of sensitive information on the City’s Open Meetings Portal, by requesting that such sensitive information be submitted to the issuing department only at their request.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

BID PACKAGE CHECKLIST

Digital forms are available in the City of Providence Purchasing Department Office or online at <http://www.providenceri.gov/purchasing/how-to-submit-a-bid/>

The bid package **MUST** include the following, in this order:

- Bid Form 1: Bidder's Blank as the cover page/ 1st page (*see page 6 of this document*)
- Bid Form 2: Certification of Bidder as 2nd page (*see page 7 of this document*)
- Certificate Regarding Public Records (*see page 8 of this document*)
- Forms from the Minority and Women Business Enterprise Program: Based on Bidder Category. *See forms and instructions enclosed (pages 9-13) or on: <https://www.providenceri.gov/purchasing/minority-women-owned-business-mbewbe-procurement-program/>*

***Please note: MBE/WBE forms must be completed for EVERY bid submitted and must be inclusive of ALL required signatures. Forms without all required signatures will be considered incomplete.**

- Bidder's Proposal/Packet: Formal response to the specifications outlined in this RFP, including pricing information and details related to the good(s) or service(s) being provided. Please be mindful of formatting responses as requested to ensure clarity.
- Financial Assurance, *if requested* (as indicated on page 5 of this document under "Bid Terms")

All of the above listed documents are REQUIRED. (With the exception of financial assurances, which are only required if specified on page 5.)

*****Failure to meet specified deadlines, follow specific submission instructions, or enclose all required documents with all applicable signatures will result in disqualification, or in an inability to appropriately evaluate bids.**



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

NOTICE TO VENDORS

1. The Board of Contract and Supply will make the award to the lowest qualified and responsible bidder.
2. In determining the lowest responsible bidder, cash discounts based on preferable payment terms will not be considered.
3. Where prices are the same, the Board of Contract and Supply reserves the right to award to one bidder, or to split the award.
4. No proposal will be accepted if the bid is made in collusion with any other bidder.
5. Bids may be submitted on an "equal in quality" basis. The City reserves the right to decide equality. Bidders must indicate brand or the make being offered and submit detailed specifications if other than brand requested.
6. A bidder who is an out-of-state corporation shall qualify or register to transact business in this State, in accordance with the Rhode Island Business Corporation Act, RIGL Sec. 7-1.2-1401, et seq.
7. The Board of Contract and Supply reserves the right to reject any and all bids.
8. Competing bids may be viewed in person at the Department of the City Clerk, City Hall, Providence, immediately upon the conclusion of the formal Board of Contract and Supply meeting during which the bids were unsealed/opened. Bids may also be accessed electronically on the internet via the City's [Open Meetings Portal](#).
9. As the City of Providence is exempt from the payment of Federal Excise Taxes and Rhode Island Sales Tax, prices quoted are not to include these taxes.
10. In case of error in the extension of prices quoted, the unit price will govern.
11. The contractor will **NOT** be permitted to: a) assign or underlet the contract, or b) assign either legally or equitably any monies or any claim thereto without the previous written consent of the City Purchasing Director.
12. Delivery dates must be shown in the bid. If no delivery date is specified, it will be assumed that an immediate delivery from stock will be made.
13. A certificate of insurance will normally be required of a successful vendor.
14. For many contracts involving construction, alteration and/or repair work, State law provisions concerning payment of prevailing wage rates apply ([RIGL Sec. 37-13-1 et seq.](#))
15. No goods should be delivered or work started without a Purchase Order.
16. **Submit 2 copies of the bid to the City Clerk, unless the specification section of this document indicates otherwise.**
17. Bidder must certify that it does not unlawfully discriminate on the basis of race, color, national origin, gender, gender identity or expression, sexual orientation and/or religion in its business and hiring practices and that all of its employees are lawfully employed under all applicable federal, state and local laws, rules and regulations. (See Bid Form 2.)



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

BID TERMS

1. Financial assurances may be required in order to be a successful bidder for Commodity or Construction and Service contracts. If either of the first two checkboxes below is checked, the specified assurance must accompany a bid, or the bid will not be considered by the Board of Contract and Supply. The third checkbox indicates the lowest responsible bidder will be contacted and required to post a bond to be awarded the contract.
 - a) A certified check for \$_____ must be deposited with the City Clerk as a guarantee that the Contract will be signed and delivered by the bidder.
 - b) A bid bond in the amount of _____ per centum (%) of the proposed total price, must be deposited with the City Clerk as a guarantee that the contract will be signed and delivered by the bidder; and the amount of such bid bond shall be retained for the use of the City as liquidated damages in case of default.
 - c) A performance and payment bond with a satisfactory surety company will be posted by the bidder in a sum equal to one hundred per centum (100%) of the awarded contract.
 - d) No financial assurance is necessary for this item.
2. Awards will be made within **sixty (60) days of bid opening**. All bid prices will be considered firm, unless qualified otherwise. Requests for price increases will not be honored.
3. Failure to deliver within the time quoted or failure to meet specifications may result in default in accordance with the general specifications. It is agreed that deliveries and/or completion are subject to strikes, lockouts, accidents and Acts of God.

The following entry applies only for COMMODITY BID TERMS:

4. Payment for partial delivery will not be allowed except when provided for in blanket or term contracts.

The following entries apply only for CONSTRUCTION AND SERVICE BID TERMS:

5. Only one shipping charge will be applied in the event of partial deliveries for blanket or term contracts.
6. Prior to commencing performance under the contract, the successful bidder shall attest to compliance with the provisions of the Rhode Island Worker's Compensation Act, RIGL 28-29-1, et seq. If exempt from compliance, the successful bidder shall submit a sworn Affidavit by a corporate officer to that effect, which shall accompany the signed contract.
7. Prior to commencing performance under the contract, the successful bidder shall, submit a certificate of insurance, in a form and in an amount satisfactory to the City.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

BID FORM 1: Bidders Blank

1. Bids must meet the attached specifications. Any exceptions or modifications must be noted and fully explained.
2. Bidder's responses must be in ink or typewritten, and all blanks on the bid form should be completed.
3. The price or prices proposed should be stated both in **WRITING** and in **FIGURES**, and any proposal not so stated may be rejected. **Contracts exceeding twelve months must specify annual costs for each year.**
4. Bids **SHOULD BE TOTALED** so that the final cost is clearly stated (unless submitting a unit price bid), however **each item should be priced individually**. Do not group items. Awards may be made on the basis of *total* bid or by *individual items*.
5. All bids **MUST BE SIGNED IN INK.**

Name of Bidder (Firm or Individual): _____

Contact Name: _____

Business Address: _____

Business Phone #: _____

Agrees to bid on (Items(s) to be bid): _____

If the bidder's company is based in a state *other than Rhode Island*, list name and contact information for a local agent for service of process that *is located within Rhode Island* _____

Please visit <http://www.naics.com/search/> and identify the NAICS Code(s) for items being bid on. Enter the NAICS code(s) here or in parentheses next to each item listed immediately above: _____

Delivery Date (if applicable): _____

Name of Surety Company (if applicable): _____

Total Amount in Writing*: _____ Unit Price Bid _____

Total Amount in Figures*: _____ Unit Price Bid _____

Use additional pages if necessary for additional bidding details.

Signature of Representation

Title



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

BID FORM 2: Certification of Bidder
(Non-Discrimination/Hiring)

Upon behalf of _____ (Firm or Individual Bidding),

I, _____ (Name of Person Making Certification),

being its _____ (Title or "Self"), hereby certify that:

1. Bidder does not unlawfully discriminate on the basis of race, color, national origin, gender, sexual orientation and/or religion in its business and hiring practices.
2. All of Bidder's employees have been hired in compliance with all applicable federal, state and local laws, rules and regulations.

I affirm by signing below that I am duly authorized on behalf of Bidder, on
this _____ day of _____ 20_____.

Signature of Representation

Printed Name



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

Certificate Regarding Public Records

Upon behalf of _____ (Firm or Individual Bidding),

I, _____ (Name of Person Making Certification),

being its _____ (Title or "Self"), hereby certify an

understanding that:

1. All bids submitted in response to Requests for Proposals (RFP's) and Requests for Qualification (RFQ's), documents contained within, and the details outlined on those documents become public record upon receipt by the City Clerk's office and opening at the corresponding Board of Contract and Supply (BOCS) meeting.
2. The Purchasing Department and the issuing department for this RFP/RFQ have made a conscious effort to request that sensitive/personal information be submitted directly to the issuing department and only at request if verification of specific details is critical the evaluation of a vendor's bid.
3. The requested supplemental information may be crucial to evaluating bids. Failure to provide such details may result in disqualification, or an inability to appropriately evaluate bids.
4. If sensitive information that has not been requested is enclosed or if a bidder opts to enclose the defined supplemental information prior to the issuing department's request in the bidding packet submitted to the City Clerk, the City of Providence has no obligation to redact those details and bears no liability associated with the information becoming public record.
5. The City of Providence observes a public and transparent bidding process. Information required in the bidding packet may not be submitted directly to the issuing department at the discretion of the bidder in order to protect other information, such as pricing terms, from becoming public. Bidders who make such an attempt will be disqualified.

I affirm by signing below that I am duly authorized on behalf of Bidder, on

this _____ day of _____ 20_____.

Signature of Representation

Printed Name



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

WBE/MBE Form Instructions

The City of Providence actively seeks Minority and Women business enterprises to participate in bids to meet the City's procurement needs. Pursuant to the City of Providence Code of Ordinances, Chapter 21, Article II, Sec. 21-52 (Minority and Women's Business Enterprise) and Rhode Island General Laws (as amended), Chapter 31-14, et seq. (Minority Business Enterprise), Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) participation goals apply to contracts.

The goal for Minority Business Enterprise (MBE) participation is **10%** of the total bid value.

The goal for Women's Business Enterprise (WBE) participation is **10%** of the total bid value.

The goal for combined MBE/WBE participation is **20%** of the total bid value.

Only businesses certified with the State of Rhode Island as minority and/or women business enterprises are counted towards the City's goals. Eligible minority or women-owned businesses are encouraged to seek certification from the State of Rhode Island Minority Business Enterprise Compliance Office at: <http://odeo.ri.gov/offices/mbeco/>

Note: MBE certification with the State of Rhode Island on the basis of Portuguese heritage is not currently recognized by the City of Providence's MBE program.

Bid Requirements:

All Bidders: All bidders must complete and submit the **MBE/WBE Participation Affidavit** indicating whether or not they are a state-certified MBE/WBE and acknowledging the City's participation goals. Submission of this form is required with **every bid**. Your bid will not be accepted without an affidavit.

Bidders who will be subcontracting: Bidders who will be subcontracting must submit the **Subcontractor Disclosure Form** as part of their bid submission. All subcontractors, regardless of MBE/WBE status, must be listed on this form. Business NAICS codes can be found at <https://www.naics.com/search/>. Awarded bidders are required to submit **Subcontractor Utilization and Payment Reports** with each invoice.

Waiver Requests:

If the percentage of the total amount of the bid being awarded to MBE or WBE vendors is less than 20% (Box F on the Subcontractor Disclosure Form) and the prime contractor is not a Rhode Island State-certified MBE or WBE, the Bidder must complete the **MBE/WBE Waiver Request Form** for review. Waivers will be considered on a case by case basis.

No waiver will be granted unless the waiver request includes documentation that demonstrates that the Bidder has made good faith efforts to achieve the City's stated participation goals. Waivers must be reviewed and signed by the City of Providence's MBE/WBE Outreach Director, Grace Diaz, or her designee. Department Directors cannot recommend a bidder for award if this form is applicable and absent. If the bid does not meet the participation goals of the City of Providence and a waiver is not filed with the signature of the MBE/WBE Outreach Director or her designee, the bid will not be accepted.

Verifying MBE/WBE Certification

It is the responsibility of the bidder to confirm that every MBE/WBE named in a proposal and included in a contract is certified by the Rhode Island Minority Business Enterprise Compliance office. The current MBE/WBE directory is available at the State of RI MBE Office, One Capitol Hill, 2nd Floor, Providence, RI, or online at <http://odeo.ri.gov/offices/mbeco/mbe-wbe.php>. You can also call (401) 574-8670 to verify certification, expiration dates, and services that the MBE/WBE is certified to provide. Note: MBE certification with the State of Rhode Island on the basis of Portuguese heritage is not currently recognized by the City of Providence's MBE program.

Form Instructions:

Access all bid forms from <http://www.providenceri.gov/oeo/> or <http://www.providenceri.gov/purchasing/minority-women-owned-business-mbewbe-procurement-program/>. **Download** the forms as blank PDFs. Once saved on your computer, fill them out using the Adobe program. The fillable PDFs must be completed in Adobe in order to be saved property. Google Chrome and similar



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

platforms do not allow for the forms to be saved as filled PDFs. Therefore, please download the blank forms to your computer, then fill them out and save.

Assistance with Form Requirements

Examples of completed forms can be found on the City of Providence website at <http://www.providenceri.gov/oeo/> or <http://www.providenceri.gov/purchasing/minority-women-owned-business-mbewbe-procurement-program/>.

Contract Requirements:

Prime contractors engaging subcontractors must submit the *Subcontractor Utilization and Payment Report* to the City Department's Fiscal Agent with every invoice and with request for final payment. This form is not submitted as a part of the initial bid package.

For contracts with duration of less than 3 months, this form must be submitted along with the contractor's request for final payment. The form must include all subcontractors utilized on the contract, both MBE/WBE and non- MBE/WBE, the total amount paid to each subcontractor for the given period and to date. During the term of the contract, any unjustified failure to comply with the MBE/WBE participation requirements is a material breach of contract.

Questions?

For more information or for assistance with MBE/WBE Forms, contact the City of Providence MBE/WBE Outreach Director, Grace Diaz, at mbe-wbe@providenceri.com or (401) 680-5766.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

MBE/WBE PARTICIPATION AFFIDAVIT

Item Discussion (as seen on RFP):

Prime Bidder: _____

Prime Bidder (Company) Phone Number: _____

Prime Bidder (Company) Zip Code: _____

Which one of the following describes your business' status in terms of Minority and/or Woman-Owned Business Enterprise certification with the State of Rhode Island? MBE WBE Neither MBE nor WBE

By initialing the following sections and signing the bottom of this document in my capacity as the contractor or an authorized representative of contractor, I make this Affidavit:

It is the policy of the City of Providence that minority business enterprises (MBEs) and women business enterprises (WBEs) should have the maximum opportunity to participate in procurements and projects as prime contractors and vendors. Pursuant to Sec. 21-52 of the Providence Code of Ordinances and Chapter 31-14 *et seq.* of the Rhode Island General Laws (as amended), MBE and WBE participation goals apply to contracts.

The goal for Minority Business Enterprise (MBE) participation is 10% of the total bid value.
The goal for Women's Business Enterprise (WBE) participation is 10% of the total bid value.
The goal for combined MBE/WBE participation is 20% of the total bid value.

I acknowledge the City of Providence's goals of supporting MBE/WBE certified businesses. Initial _____

If awarded the contract, I understand that my company must submit to the Minority and Women's Business Coordinator at the City of Providence (MBE/WBE Office), copies of all executed agreements with the subcontractor(s) being utilized to achieve the participation goals and other requirements of the RI General Laws. **I understand that these documents must be submitted prior to the issuance of a notice to proceed.** Initial _____

I understand that, if awarded the contract, my firm must submit to the MBE/WBE Office canceled checks and reports required by the MBE/WBE Office on a quarterly basis verifying payments to the subcontractors(s) utilized on the contract. Initial _____

If I am awarded this contract and find that I am unable to utilize the subcontractor(s) identified in my Statement of Intent, I understand that I must substitute another certified MBE and WBE firm(s) to meet the participation goals. **I understand that I may not make a substitution until I have obtained the written approval of the MBE/WBE Office.**
Initial _____

If awarded this contract, I understand that authorized representatives of the City of Providence may examine the books, records and files of my firm from time to time, to the extent that such material is relevant to a determination of whether my firm is complying with the City's MBE/WBE participation requirements.
Initial _____

I do solemnly declare and affirm under the penalty of perjury that the contents of the foregoing Affidavit are true and correct to the best of my knowledge, information and belief.

Signature of Bidder

Printed Name

Company Name

Date



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

SUBCONTRACTOR DISCLOSURE FORM

Fill out this form only if you WILL SUBCONTRACT with other parties. If you will not subcontract any portion of the proposed bid, do not fill out this form.

Prime Bidder: _____ Primary NAICS _____

Code: _____

Item Description (as seen on RFP): _____

Please list all Subcontractors below. Include the total dollar value that you propose to share with each subcontractor and the dollar amount to be subcontracted. Please check off MBE and WBE where applicable. The directory of all state-certified MBE/WBE firms is located at www.mbe.ri.gov. Business NAICS codes can be found at <https://www.naics.com/search/>

Proposed Subcontractor	MBE	WBE	Primary NAICS Code	Date of Mobilization	\$ Value of Subcontract
					\$
					\$
					\$
					\$
					\$
					\$
A. MBE SUBCONTRACTED AMOUNT:					\$
B. WBE SUBCONTRACTED AMOUNT:					\$
C. NON MBE WBE SUBCONTRACTED AMOUNT:					\$
D. DOLLAR AMOUNT OF WORK DONE BY THE PRIME CONTRACTOR:					\$
E. TOTAL AMOUNT OF BID (SUM OF A, B, C, & D):					\$
F. PERCENTAGE OF BID SUBCONTRACTED TO MBEs AND WBEs. (Divide sum of A and B by E and multiply result by 100).					%

Please read and initial the following statement acknowledging you understand. If the percentage of the total amount of the bid being awarded to MBE or WBE vendors is less than 20% (Box F) and the prime contractor is NOT a Rhode Island State-certified MBE or WBE, you must fill out the MBE/WBE WAIVER REQUEST FORM for consideration by City of Providence MBE/WBE Outreach Director. Initial _____

Signature of Bidder

Printed Name



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

MBE/WBE Waiver Request Form

Fill out this form only if you are subcontracting and did not meet the 20% MBE/WBE participation goal.

State-certified MBE or WBE Prime Bidders are NOT REQUIRED to fill out this form.

Submit this form to the City of Providence MBE/WBE Outreach Director, Grace Diaz, at mbe-wbe@providenceri.gov, for review **prior to bid submission**. This waiver applies only to the current bid which you are submitting to the City of Providence and does not apply to other bids your company may submit in the future.

Prime Bidder: _____

Company Trade: _____

Item Discussion (as seen on RFP):

To receive a waiver, you must list the certified MBE and/or WBE companies you contacted, the name of the primary individual with whom you interacted, and the reason the MBE/WBE company could not participate on this project.

MBE/WBE Company Name	Individual's Name	Company Trade	Why did you choose not to work with this company?

I acknowledge the City of Providence's goal of a combined MBE/WBE participation is 20% of the total bid value. I am requesting a waiver of _____ % MBE/WBE (20% minus the value of **Box F** on the Subcontractor Disclosure Form). If an opportunity is identified to subcontract any task associated with the fulfillment of this contract, a good faith effort will be made to select MBE/WBE certified businesses as partners.

Signature of Prime Contractor

Printed Name

Date Signed

Signature of City of Providence
MBE/WBE Outreach Director

Printed Name of City of Providence
MBE/WBE Outreach Director

Date Signed



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

BID PACKAGE SPECIFICATIONS

Intent

The City of Providence (COP) is seeking a highly qualified golf consultant (experienced in evaluating publicly owned golf courses) to evaluate Triggs Memorial Golf Course. The broad goals of this project include an evaluation and assessment of current golf course facilities and operations along with specific recommendations that would enhance both as well as better position the course to successfully compete in the current and future local market. The product to the COP will be a report outlining a final analysis and RFP that the COP will utilize for the procurement of an operator following the conclusion of the current lease with FCG associates, expiring in 2022.

Background Information

Quick Facts:

- 18 holes
- Par 72
- Slope of 124
- Rating of 72.0
- Year-round seasonal play. Open daily.

Current Rates:

- Weekdays
 - \$38 / 18 holes Walking
 - \$30 / Seniors 18 holes Walking
 - \$25 / 9 holes Walking
- Weekends
 - \$42 / 18 holes Walking
 - \$25 / 9 holes Walking
- Twilight (every day after 5:00 pm)
 - \$18 / 9 holes (\$25 with cart)
- Carts (per player)
 - \$20 / 18 holes
 - \$10 / 9 holes

**Discounts offered for Providence residents with ID and Seniors 60 years and older.*

***Specialty pricing often offered during Winter months.*

History

Triggs Memorial Golf Course is a public course designed by Donald Ross. Originally conceived by Ross in the early 1930's, Triggs was opened in the spring of 1932. Originally, the course was built on the 140-acre Obadiah Brown Farm. Located on the COP's west side, also known as the Mount Pleasant neighborhood, Triggs is surrounded by an elementary school, high school, and Rhode Island College.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

The design follows the natural contours of the site with moderate and relatively gentle changes in elevation and small strategically bunkered greens. As he did with many of the other courses he designed, Ross primarily used existing topography to create the course.

Project Objectives

Work-plans submitted by prospective bidders must be inclusive of a thorough evaluation of Triggs golf course including public input sessions, market analysis, operational analysis, site visits, benchmarking against other municipal golf systems as well as competing golf courses in the area, and any other criteria bidders deem beneficial based on previous experience and expertise. The awarded bidder shall provide the services, labor, materials, and expertise required to accomplish the following:

Task 1: Financial Analysis of Golf Operations

- Conduct a thorough evaluation of past financial performance of the golf facility including balance sheet review (assets and liabilities), profit and loss statements, and debt review. This analysis needs to cover, at a minimum, 2013 through 2018. The evaluation will include a review of past financial performance and compare results to the national, regional, and local golf market. The evaluation shall also include a 10-year financial projection based on identified opportunities and recommended operational/organizational changes to optimize the potential for increased revenue.
- Conduct a review of current rate structures and membership levels. Assess how fees, fee structures, and membership levels may be modified to maximize revenue streams. Provide recommendations to strategically implement rate and membership structure changes.
- Identify financial goals and objectives that a future course management vendor should expect to achieve in formulating a 10-year master plan.

Task 2: Golf Course Asset Analysis

- Evaluate the physical assets (buildings, parking lot, etc.) of the golf facilities. Identify strengths and weaknesses of each asset with recommendations for improvements that provide for a welcoming atmosphere for users and guests of the golf course.
- Evaluate the equipment assets of the golf facilities. Identify optimal levels of equipment necessary to adequately maintain the quality of the course play. Identify strengths and weaknesses of participating in an equipment fund, a leasing program or a combination of both. Provide opportunities and recommendations that optimize asset values and minimize equipment maintenance expenses.
- Evaluate course conditions and maintenance practices. Identify strengths and weaknesses of the golf facilities in relation to the “public value” local market. Provide opportunities and recommendations on course conditioning and maintenance practices.

Task 3: Golf Course Management and Maintenance Analysis

- Evaluate the management, programs, services, policies, procedures and daily operations of the golf facilities, and benchmark to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices. This analysis shall include at a minimum:
 - Golf Course Hours of Operation
 - Customer Service Practices



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

- Signage and branding.
- POS System and Integration
- Tee Time Reservation System and Integration
- Course Policies and Procedures
- Cash Handling Procedures
- Staff Analysis including optimal organizational structure, staffing levels, roles, responsibilities and training
- Evaluate the benefits/detriments of existing or potentially new league play programs including marketing and services offered or needed
- Evaluate benefits/detriments of golf school and instructional programs including review of existing programs, profitability, and opportunities for additional services.
- Determine the opportunity to host tournaments including marketing and services needed, benefits of hosting, and cost expected to be incurred.
- High School/Collegiate Golf Programs including marketing and services offered
- Evaluate the management of golf cart operations including services provided, rental policies and procedures, lease/purchase options, storage facilities, maintenance practices, fleet rotation and staging and compare to industry best practices. This analysis shall also correspond to Task 1 above, Financial Analysis of Golf Operations and include an in depth review of revenues.
- Complete a comprehensive analysis of historical golf rounds and benchmark the golf facilities performance to like industry facilities and competing facilities within the local market that share a similar rate structure. Analyze historical daily play including utilization rates as they pertain to the day of the week and time of the day. Provide an in depth analysis benchmark performance to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices.
- Analyze daily and season rate structures. This analysis shall include, but is not limited to the following:
 - Daily Green Fee Rate Structures
 - Season Rates Structure – peak, shoulder, and summer seasons.
 - Discount Rates and Structure
 - With consideration for Providence’s municipal ID program.
 - Cart Rental Rate Structures
 - Program Rate Structures - including leagues and lessons
 - Tournament Rate Structure
 - Miscellaneous Service and Rental Rate Structure
- Analyze pro shop operations and procedures at the golf facilities and benchmark to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices. This analysis shall include, but is not limited to the following:
 - Overall management structure and daily operational practices, including policies and procedures at the golf courses
 - Selection, adequacy, quality, and appropriateness of the resale merchandise provided at the facilities, including both hard and soft goods
 - Pricing strategies for resale golf merchandise
 - Inventory procedures and controls of resale golf merchandise
 - Display, rotation and appearance of resale golf merchandise
 - Management decisions on promotions, sales, and clearances of resale golf merchandise



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

- Review procedures that ensure resale merchandise is being purchased at lowest possible cost and meets industry best practices
- Analyze food and beverage operations and procedures at the golf facilities and benchmark to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices. This analysis shall include, but will not be limited to the following:
 - Overall management structure and daily operational practices, including policies and procedures that pertain to the safe serving of food and beverages and minimize spoilage
 - Selection, adequacy, quality, and appropriateness of the resale food and beverage items at the facilities
 - Pricing strategies for resale food and beverage items
 - Inventory procedures and controls of resale food and beverage items including daily and weekly rotations to minimize spoilage
 - Display and appearance of resale food and beverage items
 - Management decisions on daily food and beverage promotions
 - Adequacy and functionality of kitchen and serving equipment
 - On-course food and beverage service operations
 - Analysis of the potential to expand food and beverage operations to address wedding and banquet revenue opportunities.
 - Analysis of the potential to diversify the food and beverage experience by creative means. Ex. Consider, for instance, whether the addition of a 3rd party restaurant would be advantageous.
 - Customer demographics as they relate to restaurant facilities.
 - Marketing opportunities or requirements necessary to draw customers, both golfers and non-golfing diners, to the facility.
- Evaluate the maintenance programs, services, policies, procedures and daily operations of the golf facilities and benchmark to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices. This analysis shall include, but is not limited to the following practices and procedures:
 - Staff Analysis including roles, responsibilities and training
 - Green Maintenance
 - Tee Maintenance
 - Fairway Maintenance
 - Rough Maintenance
 - Hazard Maintenance
 - Environmental Sensitive No Mow Area Maintenance
 - Pond/Creek Maintenance
 - Fertilization Maintenance
 - Pest Control Maintenance
 - Tree/Shrub/Flower Maintenance
 - Irrigation Maintenance
 - Cart Path Maintenance
 - Equipment Maintenance
 - Aerification Maintenance
 - Tee Services including benches, ball washers, markers, signage, water stations and other amenities
 - Course Directional Signage



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

- Roping Maintenance
- Provide an analysis of the scope of both necessary and recommended capital improvements to benchmark to like industry facilities and competing facilities within the local market that share similar features. This analysis shall include, but not be limited to the following:
 - Current facility layout adequacy and limitations
 - Golf course design improvements with consideration of the course's original designer.
 - Banquet facilities
 - Projected capital improvements to maintain golf course infrastructure
 - Recommended future capital investment opportunities that could further enhance revenue and/or decrease expenses.
 - Projected return on investment for recommended capital improvements
- Evaluate the use of technology at the golf facilities and how that technology compares with like industry facilities and competing facilities within the local market that share similar rate structures and compare to industry best practices. This analysis shall also include a review of how the technology deployed at the golf facilities interfaces or could interface with the owners' technology for full transparency.

Task 4: Marketing Analysis

- Provide an overview of the current golf market (US, New England, and Rhode Island) including demographic trends and how they impact the local golf industry. Provide analysis on opportunities to grow market share, revenues, change management or maintenance practices and provide different and alternative programming based on local demographic trends.
- Provide an overview of key competitors in the Rhode Island market including benchmarking key results from Triggs to similar local golf operations. Provide analysis on opportunities to increase revenues, change management or maintenance practices, or provide different and alternative programming based that takes advantage of local industry demands and grows market share.
- Evaluate current marketing strategies and procedures at the golf courses and benchmark to like industry facilities and competing facilities within the local market that share similar features and compare to industry best practices. This analysis shall include, but be not limited to the following:
 - Budget Review
 - Website
 - Social media
 - Website Search Optimization
 - Print Materials
 - Online Registration
 - Email Marketing
 - Print Advertising
 - Website Advertising
 - Partner Links
 - Database Management
 - Newsletters
 - Current Promotions
 - Effectiveness of Campaigns
 - Promotion Tracking
 - Result Management



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

- Determine the benefit or detriment of cross-marketing, promoting, and coordinating golf course operations with other community owned enterprises.

Task 5: Current and Future Economic/Trend Analysis

- Analyze current and future economic and social trends as well as the current and projected demand of golfers that may impact the golf facilities both locally and nationally. Make recommendations responsive to this data that the COP may consider to capitalize on such trends.

Task 6: Programming & Community Engagement

- Analyze the potential for and impact of community programming to support various priority initiatives (which will be discussed at length with the contracted consultant). Make recommendations taking into account the potential for community partnerships and engagement.

Task 7: Final Report & RFP for Operator Procurement

- The final product to the COP will be a report outlining a final analysis and RFP that the COP will utilize to procure an operator following the conclusion of the current lease with FCG associates. Findings and recommendations will be presented to the COP Operations Team and other internal stakeholders on a date mutually agreed upon between the COP and awarded vendor.

Submission Content:

In addition to all forms and requirements outlined prior to the specification section of this RFP, prospective bidders must prepare and submit:

- Outline of resources to be utilized
- An itemized budget clearly outlining fee structure inclusive of all potential incidental costs
 - *Please note: All expenses must be included in your initial bid. Requests for reimbursement of incidental costs above the submitted and awarded bid will not be entertained.*
- Resumes of personnel to be assigned to this project with a description of the role each team member will hold.
 - *Please note: The contents of all submitted bids will become public record. Please redact personal contact information from resumes prior to submission to the COP. The COP is unable to redact bids after they have been submitted to the City Clerk.*
- A narrative responding to the objectives of this RFP.
- A detailed work plan to complete the tasks outlined in the above “Project Objectives”
- An outline of the experience of the consulting agency and team members in this type of work.
- Three references (including phone numbers and specific contact).
- Examples of similar projects demonstrating the abilities of the firm and project team.
- A unit price bid for a la carte services (including hourly rates) and an estimated lump sum price for all requested services outlined in the “Project Objectives”.



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

Unit Price Bid Form

Hourly Rate \$ _____ / hour
Lump Sum Cost for Tasks 1 through 7 \$ _____

Cost by Individual Task:

Lump Sum Cost for Task 1 and Task 7 \$ _____
Lump Sum Cost for Task 2 and Task 7 \$ _____
Lump Sum Cost for Task 3 and Task 7 \$ _____
Lump Sum Cost for Task 4 and Task 7 \$ _____
Lump Sum Cost for Task 5 and Task 7 \$ _____
Lump Sum Cost for Task 6 and Task 7 \$ _____



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

Evaluation and Selection

Qualifications for Accepted Proposal: The City of Providence will award to the *lowest qualified bidder*. Lowest is defined as least in price. Qualified in this RFP is defined as a bid that achieves a scope of 68 points in the rubric. Bids that do not meet both of these requirements will not be considered.

Rubric:

<i>Itemized Budget</i>			
<i>Non-Responsive (0 points)</i>	<i>Below Average (4 points)</i>	<i>Average (6 points)</i>	<i>Above Average (10 points)</i>
<i>No itemized budget was submitted. Respondent only outlined hourly prices and lump sum fee.</i>	<i>Itemized budget was submitted, but it shows only hourly rates and man-hours and does not address price by task.</i>	<i>Itemized budget was submitted, and it somewhat outlines the fee structure by task, subtask, man-hours and hourly rates.</i>	<i>Itemized budget was submitted and clearly outlines the fee structure by task, subtask, man-hours, and hourly rates.</i>

<i>Inclusion of Required Forms</i>	
<i>Incomplete Package (0 points)</i>	<i>Complete Package (20 points)</i>
<i>Bid Form 1 (Bidder's Blank), Bid Form 2 (Certification of Bidder), Certificate Regarding Public Records, and/or relevant MWBE forms were not submitted.</i>	<i>Bid Form 1 (Bidder's Blank), Bid Form 2 (Certification of Bidder), Certificate Regarding Public Records, and all relevant MWBE forms were submitted.</i>

<i>Resumes of Personnel + Description of Roles</i>			
<i>Non-Responsive (0 points)</i>	<i>Below Average (4 points)</i>	<i>Average (6 points)</i>	<i>Above Average (10 points)</i>



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

<i>Resumes and/or role descriptions were not submitted.</i>	<i>Resumes and/or role descriptions as submitted provide little to no evidence to demonstrate past experience with areas of expertise as stated in RFP.</i>	<i>Resumes and/or role descriptions as submitted provide some evidence to demonstrate past experience with areas of expertise as stated in RFP.</i>	<i>Resumes and/or role descriptions as submitted provide strong evidence to demonstrate past experience with areas of expertise as stated in RFP.</i>
---	---	---	---

<i>Experience of agency and team members with this work (especially similar projects)</i>			
<i>Non-Responsive (0 points)</i>	<i>Below Average (5 points)</i>	<i>Average (15 points)</i>	<i>Above Average (20 points)</i>
<i>No examples of consultant or sub-consultants performing this type of work were submitted.</i>	<i>Respondent provides examples of consultant and/or sub-consultant work but it is not relevant or similar to this type of work as outlined in the "Project Objectives" section of the RFP.</i>	<i>Respondent provides evidence that lead consultant and sub-consultants have relevant experience performing some but not all of the tasks outlined in the "Project Objectives" section of the RFP.</i>	<i>Respondent provides clear evidence that lead consultant and sub-consultants have relevant experience performing each of the tasks outlined in the "Project Objectives" section of the RFP and provides evidence and examples of similar work performed successfully.</i>

<i>Narrative</i>			
<i>Non-Responsive (0 points)</i>	<i>Below Average (4 points)</i>	<i>Average (6 points)</i>	<i>Above Average (10 points)</i>



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

<i>No narrative was submitted.</i>	<i>Narrative as submitted demonstrates poor understanding of the Project and lacks detailed evidence to demonstrate that the firm will be able to meet the requirements, purpose, objective and specific needs of this project.</i>	<i>Narrative as submitted reflects a basic understanding of the requirements, purpose, objects, and specific needs of this project.</i>	<i>Narrative as submitted very clearly reflects strong understanding of the requirements, purpose, objective and specific needs of this project.</i>
------------------------------------	---	---	--

<i>Detailed Work plan</i>			
<i>Non-Responsive (0 points)</i>	<i>Below Average (5 points)</i>	<i>Average (15 points)</i>	<i>Above Average (20 points)</i>
<i>No work plan was submitted.</i>	<p><i>Work plan as submitted does not address the tasks and deliverables as outlined in the RFP</i></p> <p><i>and/or</i></p> <p><i>Work plan does not fit within the schedule required for project completion as outlined in the RFP.</i></p>	<p><i>Work plan as submitted address some but not all of the tasks and deliverables as outlined in the RFP and the work plan fits within the schedule required for project completion as outlined in the RFP.</i></p> <p><i>Work plan is inclusive of some, but not all of the following: thorough evaluation of Triggs golf course including public input sessions, market analysis, operational analysis, site visits, benchmarking against other municipal golf systems as well as competing golf courses in the area</i></p>	<p><i>Work plan as submitted addresses all of the tasks and deliverables as outlined in the RFP and the work plan fits within the schedule required for project completion as outlined in the RFP.</i></p> <p><i>Work plan is inclusive of all of the following: thorough evaluation of Triggs golf course including public input sessions, market analysis, operational analysis, site visits, benchmarking against other municipal golf systems as well as competing golf courses in the area</i></p>

<i>References</i>



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

<i>Non-Responsive (0 points)</i>	<i>Below Average (4 points)</i>	<i>Average (6 points)</i>	<i>Above Average (10 points)</i>
<i>Fewer than three references were submitted or no contact info for references was submitted.</i>	<i>Three references were provided however one or more did not recommend working with the lead Consultant and/or sub-consultants or expressed serious concerns regarding quality of lead consultant's work</i> <i>and/or References were provided but one or more were not directly involved in the project on behalf of hiring agency and/or references did not have direct experience supervising work of consultant.</i>	<i>Three references were provided and no serious concerns were expressed regarding quality of lead consultant or sub-consultants' work by any references.</i>	<i>Three references were provided and no serious concerns were expressed regarding quality of lead consultant or sub-consultants' work. All references recommend working with consultants and/or sub-consultants.</i>



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

Timeline

Planning and data collection shall begin immediately following award by the Board of Contract and Supply (and potentially City Council) and contracting. The timeline for the COP's engagement with a consultant is as follows:

- RFP issued and open for bidding - January 22nd, 2019
- Bid submissions due to the City Clerk - Feb 19th, 2019
- Award by Board of Contract and Supply - March 18th, 2019
- Contract documents fully engaged - April 2019
- Consultant conducts analysis and develops report - April through July 2019
- Presentation of final report, analysis, and RFP due from consultant - July 2019

General Considerations:

Please note the following general considerations for the term of engagement between the awarded bidder and the COP:

- The awarded bidder will be required to sign and agree to a non-disclosure agreement.
- Following the COP's engagement with the contracted consultant, an RFP (drafted by the consultant) may be issued to procure a golf course operator. The contracted consultant will not be eligible for award of the operator contract.
- The awarded bidder must be absent of conflicts of interest with regard to any other work performed by the bidder for the City of Providence.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

SUPPLEMENTAL INFORMATION

If the issuing department for this RFP determines that your firm's bid is best suited to accommodate their need, you will be asked to provide proof of the following prior to formalizing an award.

An inability to provide the outlined items at the request of the department may lead to the disqualification of your bid.

*This information is **NOT** requested to be provided in your initial bid that you will submit to the City Clerk's office by the "date to be opened" noted on page 1. This list only serves as a list of items that your firm should be ready to provide on request.*

All bids submitted to the City Clerk become public record. Failure to follow instructions could result in information considered private being posted to the city's Open Meetings Portal and made available as a public record.

You must be able to provide:

- Business Tax ID will be requested after an award is approved by the Board of Contract and Supply.