

**CITY OF CHATTANOOGA PURCHASING DEPARTMENT
101 EAST 11th STREET, CITY HALL, SUITE G-13
CHATTANOOGA, TENNESSEE 37402**

Request for Proposal No.: __175560__

Ordering Dept.: Public Works

Buyer: Deidre Keylon; e-mail: dmkeylon@chattanooga.gov (NO E-MAILED PROPOSALS ACCEPTED)

Phone No.: 423-643-7231; Fax No.: 423-643-7244

Goods/Services Being Purchased: __Golf Courses Consultant Services__

**SEALED PROPOSALS MUST BE RECEIVED AS SPECIFIED,
AND NO LATER THAN 4:00 P.M. E.S.T. ON OCTOBER 4, 2018;
ALL QUESTIONS MUST BE RECEIVED IN WRITING, AS SPECIFIED,
AND NO LATER THAN 4:00 P.M. E.S.T. ON SEPTEMBER 18, 2018**

The City of Chattanooga reserves the right to reject any and/or all proposals, waive any informalities in the proposals received, and to accept any proposal which in its opinion may be for the best interest of the City. The City of Chattanooga will be non-discriminatory in the purchase of all goods and services on the basis of race, color or national origin. The City of Chattanooga (COC) Terms and Conditions posted on Website are applicable: <http://www.chattanooga.gov/purchasing/standard-terms-and-conditions>

All proposals received are subject to the terms and conditions contained herein and as listed in the above referenced website. The undersigned Offeror acknowledges having received, reviewed, and agrees to be bound to these terms and conditions, unless specific written exceptions are otherwise stated within Offeror's proposal.

NOTE: ALL PROPOSALS MUST BE SIGNED.

PLEASE PROVIDE THE FOLLOWING:

Company Name: _____

Mailing Address: _____

City & Zip Code: _____

Phone/Toll-Free No.: _____

Fax No.: _____

E-Mail Address: _____

Contact Person: _____

Signature: _____

Date: _____

COMPLETED AND SIGNED COVER PAGE MUST BE RETURNED WITH PROPOSAL

Request for Proposal

For Golf Courses Consultant Services

**City of Chattanooga, Tennessee
Department of Public Works**



The Department of Public Works of the City of Chattanooga is soliciting proposals for consultation services regarding City of Chattanooga public golf courses.

PURPOSE OF RFP

The City of Chattanooga (the City) is seeking proposals from qualified and interested management consultants which are experienced in evaluating publicly owned golf courses. The broad goals of this project include an assessment and evaluation of current golf course operations along with specific recommendations which would enhance operations, improve efficiencies, and better position the City to successfully compete in this industry. The assessment and evaluation will cover golf course policies, operating procedures, and practices; and the specific recommendations will be expected to enhance the business model, the operating efficiencies, and the overall golfing experience for customers.

INTRODUCTION

The City of Chattanooga (the City) operates two public golf courses: Brainerd Golf Course and Brown Acres Golf Course. The City wishes to employ the services of a golf operations consultant that is familiar with public golf, and more specifically, municipal golf.

OVERVIEW

The City of Chattanooga (the City) has operated two public golf courses for the past twenty-seven years. The courses have operated within several different departments, including two departments that no longer exist, Parks and Recreation and General Services. The courses currently reside within the Parks Division of the Public Works Department. The courses are eighteen-hole, par 72 golf courses. They both have hybrid Bermuda tees, roughs and fairways. Both courses feature ultra dwarf Bermuda greens. The courses operated on revenues for many years, including capital type improvements. Over the last five years, the courses have faced financial difficulties. Despite being popular among the areas public golfers, the courses are facing declining facilities and equipment, stagnant fees, and ever increasing personnel costs. Each course has five full time employees. There are also an administrative employee and a Manager who have responsibilities at both courses.

The courses have recently endured and will continue to endure more public infrastructure projects. The City sewer system runs throughout both courses. A yearlong project was recently completed at Brown Acres that impacted rounds played, and similarly Brainerd will see a compromising sewer project begin in October of 2018. Additionally, Brown Acres faces impact from an interstate widening project slated to begin in the near future.

The courses have the same fee structure with City resident discounts available. The golf courses offer annual passes in a variety of forms to meet the golfers playing habits. The annual passes are deeply discounted if the golfer plays a high number of rounds. The courses rarely offer daily fee discounts as the daily fees are already very

competitive. Exceptions to daily fee discounts include golf course maintenance and other occurrences that affect course playability. The courses do not engage in bartering and have never distributed their tee times through a third party.

The courses recently awarded an RFP proposal to a software firm to replace technology that was obsolete. Club Prophet Systems will begin the project in late Summer to early Fall.

SCOPE OF WORK

The following items are required for a proposal for the consultation services:

The Contractor will:

- Assess and summarize the condition of existing facilities and golf course assets
- Evaluate golf course operations in general, focusing on opportunities to improve operating efficiencies and enhance the golf experience for customers
- Identify opportunities to increase annual revenue at the City golf courses
- Identify future challenges anticipated with operation of public golf courses.
- Submit specific recommendations in the form of policies, organizational structure, facility conditions, marketing, and other golf-related services and activities that have the potential to improve operations and strengthen facilities

Any additional recommendations offered beyond the scope of this work will be considered and may be used in determining the best contractor.

TERM

Any resulting contract will be for a period of six months, with extension permitted by mutual agreement.

EVALUATION CRITERIA AND METHOD

All proposals submitted in response to this RFP will be evaluated by an Evaluation Committee in accordance with the criteria described below. Total scores will be tabulated, and the contract will be awarded to the proposer whose proposal is deemed to be in the best interest of the City.

Evaluation Team

A team consisting of individuals will receive all proposals submitted. Each proposal will be awarded a maximum of 5 points based on the evaluation criteria. The City, at its sole judgment, will decide if a proposal is viable.

In preparing responses, Offerors should describe in detail how they propose to meet the specifications as detailed in this solicitation document.

The specific categorical criteria that will be applied to the proposal information, in order to assist the City in selecting the most qualified proposer(s) for the contract, are as follows:

- **40 percent: Project Approach**
- **30 percent: Qualifications**
- **20 percent: Client References**
- **10 percent: Price Proposal**

Selection of Finalist(s)

After review of the proposals by the Evaluation Team and formal presentations (if any), the City may, at its sole option, elect to reject all proposals or elect to pursue the project further. In the event that the City decides to pursue the project further, the City will select the highest ranked finalist(s) to negotiate an agreement.

Selection of Proposers for formal presentations (if any) and for contract negotiations will be evaluated based on an objective evaluation of the criteria listed above.

Formal Presentations

In the event that a Proposer cannot be selected solely on the Proposals submitted, the City may invite up to three (3) qualified firms for formal presentations. The City reserves the right, however, to invite more or less than this number, if the quality of the proposals so merits.

The Evaluation Team may revise the initial scores based upon additional information and clarification received in this phase. If your company is invited to give a presentation, the offered dates may not be flexible.

A presentation is for the purpose of clarification only and also may not be required, and therefore, complete information must be submitted with a proposer's proposal.

GENERAL INSTRUCTIONS TO PROPOSERS

Sealed Proposals must be submitted to the Purchasing Division, City of Chattanooga, in the format specified in this document for time-stamping by no later than 4:00 p.m., e.s.t., on October 4, 2018, to the attention of:

City of Chattanooga Purchasing Division
Attn: Deidre Keylon
101 East 11th Street,
Suite G13
Chattanooga, TN 37402
Phone: (423) 643-7231
Fax: (423) 643-7244

Late or misdirected proposals shall be rejected and returned unopened without exception. Postmarks are not accepted. E-mailed proposals are not accepted.

REQUEST FOR INFORMATION/QUESTIONS

All questions, and requests for information or clarification must be submitted in writing, and will be accepted until 4:00 pm, est, on September 18, 2018, and shall be sent to:

rfp@chattanooga.gov

With the e-mail subject line: QUESTION FOR RFP 175560 Golf Courses Consultant

If e-mail is inaccessible, questions and requests for information can be mailed in a clearly marked envelope which must indicate on the outside **“QUESTION FOR RFP 175560 Golf Courses Consultant”** to:

City of Chattanooga Purchasing Division
Attn: Deidre Keylon, Buyer
101 East 11th Street, Suite G13
Chattanooga, TN 37402

Or, the question/request for information can be faxed with the same identifying information above to:

Fax: (423) 643-7244

Communication During the RFP Process

Any communication concerning this RFP must be conducted exclusively with the City of Chattanooga Purchasing Division Buyer, until the evaluation and award process has been completed. Failure to follow this procedure will be negatively viewed in the selection process.

Response Format: Cover Letter

Include a cover letter, issued by an Officer of the proposing business entity, introducing your organization, summarizing your qualifications, and detailing any exceptions to the Standard Terms and Conditions.

Include principal contact information for this RFP, including address, telephone number, email address, and website (if applicable).

Number and Type of Copies

Proposer shall submit one complete, unbound printed copy and one electronic copy in PDF format on a flash drive. No disks. Jump drive or flash drive required. All proposals shall be submitted in a sealed non-transparent envelope or box clearly marked **“RFP 175560 - Golf Courses Consultant Services”**.

Detailed Technical Proposals

Complete technical submittals shall be submitted with the Proposal. These technical submittals shall describe in detail how the Proposer complies with each specification requirement of the RFP. Any deviations from the specifications shall be noted.

Implied Requirements

All products and services not specifically mentioned in this RFP, but which are necessary to provide the functional capabilities described by the Proposer, shall be included in the Proposal.

Proposer-Supplied Materials

Any material submitted by a Proposer shall become the property of the City unless otherwise requested in writing at the time of submission. **Any firm submitting a proposal should assume the information included in the proposal is subject to the Open Records / Freedom of Information Act.**

Incurring Costs

The City shall not be liable for any cost incurred by the proposer prior to the issuance of a contract purchase agreement and will not pay for the information solicited or obtained. Proposer shall not include or integrate any such expense as part of its proposal.

Economy of Preparation

Proposals shall be prepared simply and economically. Proposals shall provide a straightforward and concise proposal description. Emphasis shall be placed on clarity and content.

Proposal Withdrawal Procedure

A Proposal may be withdrawn at any time until the date and time set above for opening of proposals. Any proposal not so withdrawn shall, upon opening, constitute an irrevocable offer to provide the specifications set forth in the proposal, until the successful proposal(s) is/are accepted and a contract has been executed between the City and the successful Proposer(s).

General Reservation of City Rights

The City of Chattanooga may contact any firm for the purpose of obtaining additional information or clarification.

General Terms

Any contract resulting from this Request for Proposal will be subject to the City of Chattanooga's Standard Terms and Conditions.

<http://www.chattanooga.gov/purchasing/standard-terms-and-conditions>

Any exceptions to said Terms and Conditions must be submitted with Proposal response in the Cover Letter as specified above.

Proposers shall state any exceptions to or deviations from the terms of this Request for Proposals and the Standard Terms and Conditions. Where proposer wishes to propose alternative approaches to meeting the City's technical or contractual requirements, these should be thoroughly explained. The Contractor shall be bound to accept all stated terms not excepted in its proposal.

City reserves the right to accept or reject any or all exceptions / deviations at its sole discretion. City reserves the right to reject excepted or conditional proposals at its sole discretion.

Contract Administration Activity

The Proposer will be expected to provide periodic reporting and/or attend Contract Administration meetings, as described in this document, or as otherwise required by the City Purchasing Division.

PAYMENT OF SERVICES

1. The City will make payment according to the City's policies and procedures.
2. Invoices
 - a. Accurate and complete Invoices, with all backup documentation, shall be submitted to:

City of Chattanooga
Attn: Accounts Payable Division
101 East 11th Street, Suite 101
Chattanooga, TN 37402
acctspayable@chattanooga.gov

With copies to:
cautry@chattanooga.gov and etaylor@chattanooga.gov

- b. Vendor's Invoice must list a valid Email Address for billing questions and inquiries.

- c. Vendor's Invoice Date must minimally be the date that the Invoice is submitted to the City. The Invoice Date must not precede submission date, the Ship Date or Service Date.
- d. Invoice descriptions on transaction lines must match the Blanket Purchase Order transaction line items, and must reference the corresponding transaction line number. The Vendor shall not invoice the City for any item that does not correspond to a line on the Purchase Order.
- e. Invoices to the City shall reference the Purchase Order number.
- f. Invoices must be received by the City within two (2) weeks of the completed quoted work, with emphasis on earlier submission.
- g. Any Vendor invoice that is incomplete, inaccurate, or otherwise unable to be processed will not be considered valid or procedurally compliant.
- h. Revised Invoices - must be clearly marked "Revised", and must reference the Invoice Number that it is replacing.

CHECKLIST OF REQUIRED SUBMISSION MATERIALS:

- 1. Sealed box or envelope labelled with RFP #/ title and proposer name and address
- 2. Complete, signed proposal
- 3. Completed, dated, and Signed Forms:
 - a. Completed and signed cover page
 - b. (Pricing) Proposal Cost Summary
 - c. Proposer Qualification Data Form
 - d. Iran Divestment Act Form
 - e. Affirmative Action Plan Form
 - f. No Contact/No Advocacy Affidavit (page must be notarized)
 - g. Addenda if any have been posted to www.chattanooga.gov, then Bids Solicitations, up to 48 hours prior to the RFP Due Date/Time

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Proposal Cost Summary Form

The undersigned, being familiar with the requirements of The City of Chattanooga Request for Proposal, proposes to furnish goods and/or furnish services to The City in accordance with that request.

The summary below reflects projected cost for The City for Golf Courses Consultant services. Supporting detail must be attached in the form of a catalog or a line item detail describing hourly rates and projected expenses along with any other detail that will lead to a clear understanding of the proposal cost.

Offeror's itemization may vary but should include at a minimum these items:

Item	Cost
Research and Analysis	
Written Summary Report and Recommendations	
Presentation of Report and Recommendations to Public Works/Golf Courses Management	
Travel, if any - all costs included	
Other Costs (Describe)	
Total	

PROPOSER QUALIFICATION DATA

All questions must be answered clearly and comprehensively. If necessary, separate sheets may be attached.

1. Company Name of proposer (Please list official name, and any and all "doing business as" names, if any, associated with the company):

2. Main office address:

3. Phone: _____ Fax: _____
 - a. Email Address: _____
4. Proposers federal tax identification number: _____
(Please attach Form W-9)
5. The proposer is organized as a (specify type of entity, e.g. sole proprietor, partnership, for profit corporation, non-profit corporation, limited liability company, etc.)

6. The date the proposer was organized in its current form:

7. If a corporation or limited liability company, the state where it is formed:

8. Is your company registered with the Tennessee Secretary of State?
 - a. ☐ YES
 - b. ☐ NO - Please explain

9. How many years have you served the population described in this solicitation:

10. Describe any pending plans to reorganize or merge your organization.

11. Have you, or any officers and/or directors of your company, ever been debarred or suspended by a government from consideration for the award of contracts?

a. ☐ YES - Please list the contract party, and explain

b. ☐ NO

12. Have you, or any officers and/or directors of your company, ever been disqualified, removed, sued, or otherwise prevented from proposing on or completing any contract?

a. ☐ YES - Please list the contract party, and explain

b. ☐ NO

13. Have you, or any officers and/or directors of your company, ever been charged with liquidated damages on a contract?

a. ☐ YES - Please list the contract party, and explain

b. ☐ NO

14. Bonding

a. Limit: \$_____

b. Bonding Company: _____

c. Address: _____

d. Phone Number: _____

Affirmative Action Plan

The City of Chattanooga is an equal opportunity employer and during the performance of this Contract, the Contractor agrees to abide by the equal opportunity goals of the City of Chattanooga as follows:

1. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or handicap. The Contractor will take affirmative action to ensure that applicants are employed, and the employees are treated during employment without regard to their race, color, religion, sex, national origin, or handicap. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay, or other forms of compensation, and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, or handicap.
3. The Contractor will send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. During the term of this contract the following non-discriminatory hiring practices shall be employed to provide employment opportunities for minorities and women:
 - a. All help wanted ads placed in newspapers or other publications shall contain the phrase "Equal Employment Opportunity Employer."

- b. Seek and maintain contracts with minority groups and human relations organizations as available.
 - c. Encourage present employees to refer qualified minority group and female applicants for employment opportunities
 - d. Use only recruitment sources which state in writing that they practice equal opportunity. Advise all recruitment sources that qualified minority group members and women will be sought for consideration for all positions when vacancies occur.
- 5. Minority statistics are subject to audit by City of Chattanooga staff or other governmental agency.
 - 6. The Contractor agrees to notify the City of Chattanooga of any claim or investigation by State or Federal agencies as to discrimination.

(Signature of Contractor)

(Title and Name of Company)

(Date)

Chapter No. 817 (HB0261/SB0377). "Iran Divestment Act" enacted.

Vendor Disclosure and Acknowledgement

By submission of this bid, each proposer and each person signing on behalf of any proposer certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each proposer is not on the list created pursuant to § 12-12-106.

(SIGNED) _____

(PRINTED NAME) _____

(BUSINESS NAME) _____

(DATE) _____

For more information, please contact the State of Tennessee Central Procurement Office,

<https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-information-library.html>

No Contact/No Advocacy Affidavit
City of Chattanooga, Purchasing Division

State of _____
County of _____

_____ (agent name), being first duly sworn, deposes and says that:

(1) He/She is the owner, partner, officer, representative, or agent of

_____ (business name), the Submitter of the attached sealed solicitation
response to Solicitation # _____;

(2) _____ (agent name) swears or affirms that the Submitter has taken notice, and will abide by the following No Contact and No Advocacy clauses:

NO CONTACT POLICY: After the posting of this solicitation, a potential submitter is prohibited from directly or indirectly contacting any City of Chattanooga representative concerning the subject matter of this solicitation, unless such contact is made with the Purchasing Division.

NO ADVOCATING POLICY: To ensure the integrity of the review and evaluation process, companies and/or individuals submitting sealed solicitation responses, as well as those persons and/or companies formally/informally representing such submitters, may not directly or indirectly lobby or advocate to any City of Chattanooga representative.

Any business entity and/or individual that does not comply with the No Contact and No Advocating policies may be subject to the rejection or disqualification of its solicitation response from consideration.

Submitter Signature: _____ Printed Name: _____

Title: _____

Subscribed and sworn to before me this _____ day of _____, 2_____.

Notary Public: _____

My commission expires: _____