

REQUEST FOR PROPOSAL

The City of Rochester is accepting sealed proposals for a Hotel and Conference Center Feasibility Study to be located in the City of Rochester and service the needs of the northern Seacoast region.

All proposals must be submitted in a sealed package plainly marked:

**Conference Center Feasibility Study and
Consulting Services
RFP # 15-36**

City of Rochester, New Hampshire, Purchasing Office
31 Wakefield St.
Rochester, NH 03867
Attn: Purchasing Agent

All Qualifications and Price Proposals must be received no later than 3:00 pm EST Thursday April 30, 2015. The RFP opening will be at 3:15 pm EST. RFP specifications may be obtained by visiting www.rochesternh.net or by emailing the Purchasing Agent at purchasing@rochesternh.net or by contacting the Purchasing Agent at City Hall, 31 Wakefield Street, Rochester, NH 03867, (603) 335-7602. All questions must be submitted in writing (email preferred) to the Purchasing Agent. All submittals must be made on the forms supplied and must be fully completed when submitted. Bidders should periodically check our purchasing website for questions and addendums related to this bid.

ROCHESTER, NEW HAMPSHIRE

Introduction

The City of Rochester, NH created the Rochester Economic Development Commission to encourage economic development that will increase employment and expand the real estate tax base of the City. In October 2006, the City adopted the Master Plan Chapter related to Strategic Economic Development, which prioritizes the marketing of commercial and industrial properties in the community and the attraction of business and industry which are in the vital and best interests of the City and its residents.

Following such direction, the Rochester Economic Development Commission has identified the potential demand for a hotel and conference center as a priority to be investigated and statistically verified by a qualified consultant. Also to have the specific needs to be quantified as part of a feasibility study and location analysis.

In order to proceed with this vision and attract potential developers that are willing to invest in the City of Rochester, the City recognizes the need for a Feasibility Study as the first step towards successful realization of this project.

It is expected that the Rochester Economic Development Commission and Economic Development Department staff will be responsible for working with and supporting the consulting firm hired through this Request for Proposals.

Feasibility Study

A feasibility study is an essential tool for evaluating the financial viability of a proposed asset. For hotels, such a study will evaluate the suitability of the selected site, assess the competitive environment, identify potential customers, establish expected rates and occupancies, project revenues, operating expenses and gross operating profits and recommend a space utilization program for guestrooms, meeting space, public areas and back of house areas. Potential developers will use such a study to help evaluate their level of interest and thus it will serve as an initial marketing tool for the City. The components of this task include:

- ✓ Potential site analysis
- ✓ Supply analysis
- ✓ Demand analysis
- ✓ Facility design recommendations
- ✓ Five-year financial projections

PROPOSAL SPECIFICATIONS

Proposals must include the following information:

- ✓ Description of the firm and experiences of key personnel who will participate in the project;
- ✓ Description of similar projects managed by this firm within the last ten years, incorporating your experience in the implementation process as well
- ✓ Municipal references with contact information;
- ✓ Statement of availability and location of key personnel to work on the Rochester assignment;

- ✓ Descriptions of budgeting costs, total not to exceed \$25,000;
- ✓ Proposal Form.

SCOPE OF WORK

Market Demand Analysis

a) Site Analysis/Business Indicators

Provide detailed overview of area including economic and demographic statistical indicators. Site description will include location, accessibility, anticipated asset description, guestroom and amenity review, meeting center concept overview.

b) Supply Analysis

- ✓ Identify competitive hotel and meeting/conference center supply that will compete with the subject property
- ✓ Identify potential new supply and provide opinions on possible competitive threats.
- ✓ Provide a detailed description of each competitor including comparisons of facility and amenity offerings and pricing.
- ✓ Provide a Strength, Weakness, Opportunity and Threats (SWOT) analysis of competitors compared to the subject hotel and conference center from a customer/meeting market perspective.
- ✓ Competitive analysis will include detailed competitor profiles and data comparing market share, Average Daily Rate (ADR), Revenue per Available Room (RevPAR) as well as historical trends related to occupancy, rates and market segmentation.

c) Demand/Customer Analysis

The final report will identify potential meeting buyers and identify customers interested in the new hotel and meeting/conference center, where they are coming from and what their needs are. This section will deliver the following information:

- I) The results of a survey of meeting buying habits and preferences, frequency, size and locations of meetings that will go out to the database of potential customers identified by the consultant. The Rochester Economic Development Commission will have question approval prior to the distribution of the survey.
- II) Identify and profile current and potential top demand producers to capture:
 - a. Demand Generator volumes, preferred venues, meeting spend, meeting type, season and history
 - b. Detailed profiles will define Room Nights by Transient Nights, Meeting Package and Non-Package, Average Room Rate and F&B spend.
 - c. The results of personal and phone interviews.
- III) Demand analysis will consider the demonstrated, induced and unsatisfied demand in the market and provide a historical performance of the competitive set.

- IV) Market segmentations will be analyzed to include commercial, leisure, group and contract.
- V) The study will project future market performance of the competitive set.
- VI) Fair share will be captured to include a penetration analysis.
- VII) The market study will include data gained from interviews with local, regional and national meeting and event planners from key market segments including Corporate, Association, Government and SMERF/Affinity markets as well as major employers in the area. Interviews will include travel professionals, hotel representatives and area hotel managers and sales professionals.

d) Facility Design Recommendations

Based on insights gained from customer input, combined with industry best practices, provide a set of recommendations for the construction of the hotel to include:

- ✓ Number of guest rooms and distribution by type.
- ✓ Food and beverage requirements.
- ✓ Quantity and size of meeting and banquet rooms by type (space programming).
- ✓ Meeting room and guestroom features and amenities.
- ✓ Recommended locations of common areas such as concierge, casual meeting areas, break stations and business center.
- ✓ Back of house requirements to serve as storage, break area support and offices

e) Financial Analysis

Utilizing data gained from the Site Analysis, Supply/Competitive Analysis and Demand/Customer Analysis, provide an estimated five-year Pro Forma to the Net Operating Income (NOI) line. The analysis will include Revenue Projection, Occupancy, and Average Daily Room Rate, Food and Beverage and Ancillary revenues. All financial modeling will follow the Uniform System of Accounts for hotels and conference centers. In addition, evaluate the potential of operating the event center as a bona fide conference center and which will include opinions and recommendations for selling meeting packages including:

- ✓ Establish competitive package pricing model by package type.
- ✓ Recommend package inclusions by package type.
- ✓ Provide an industry survey of conference center allocations for comparison purposes.
- ✓ Establish a package allocations model by package type.
- ✓ Provide a detailed description of allocation methodology.
- ✓ Provide an annual volume forecast by package type.
- ✓ Forecast package revenues to include both allocated and ancillary revenues

FINAL REPORT

The final report will be presented as a total document beginning with a fully developed executive summary. All sources will be referenced and appendix items will be noted throughout.

CITY OF ROCHESTER RESPONSIBILITIES

- a) Provide contact information for local government officials, Chamber of Commerce, and other business leaders.
- b) Provide site maps supporting hotel and conference center development locations to include current ownership, assessed property value and local, state and federal incentives.
- c) Provide a location to conduct meetings and interviews to include a meeting room, AV, coffee breaks and optional lunch.

PROJECT TIMELINE

Feasibility Study Start Date: On or Before April 15, 2015

Project Term: April – June 30, 2015

I) INSTRUCTIONS FOR PROPOSALS**Preparation of Proposals**

- The firm shall submit his/her price proposal upon the forms (attached) furnished by the City.
- If an amount entered on the Proposal Form is to be altered it should be crossed out with ink, the new unit price or price proposal amount entered above or below it, and initialed, also with ink.
- The proposal must be signed with ink by the individual, by one or more members of the partnership, by one or more members or officers of each firm representing a joint venture, by one or more officers of a corporation, or by an agent of the consultant legally qualified and acceptable to the owner. If the proposal is made by an individual, his name and post office address must be shown; by a corporation, the name of the corporation and its business address must be shown, together with the name of the state in which it is incorporated, and the names, titles, and business address of the President, Secretary and Treasurer.
- All questions shall be submitted in writing to and received by the Purchasing Agent at purchasing@rochesternh.net a minimum of seven (7) days prior to the scheduled opening. The Purchasing Agent will then forward both the question and the City's response to the question to all prospective firms and post it on the City's website.
- All materials submitted in response to this invitation will become the property of the City of Rochester. All expenses incurred by responding to this invitation shall be the responsibility of the firm.

Irregular Proposal

Proposals will be considered irregular and may be rejected for any of the following reasons:

- If the proposal is on a form other than furnished by the City, or otherwise specified, or if the form is altered or any part thereof is detached.
- If there are unauthorized additions, conditional or altered components, or irregularities of any kind which may tend to make the proposals incomplete, indefinite, or ambiguous as to its meaning.
- If the firm adds any provisions reserving the right to accept or reject an award, or to enter into a contract pursuant to an award.

Interpretations

No oral interpretations will be made to any firm as to the meaning of the specifications or terms and conditions of this RFP.

Delivery of Proposals

When sent by mail, the sealed qualifications and price proposals shall be addressed to the City of Rochester, New Hampshire, Purchasing Office. All proposals shall be filed prior to the time and at the place specified in the RFP. Proposals received after the time for the opening of the proposals will be returned unopened. Faxed or emailed proposals are NOT acceptable.

Withdrawal of Proposals

A firm shall be permitted to withdraw his/her proposal unopened after it has been deposited if such request is received in writing prior to the time specified for opening the proposals.

No proposal may be withdrawn, for a period of sixty (60) days subsequent to the opening of proposals, without express written consent of the City of Rochester, NH.

Public Opening of Proposals

Proposals will be opened and read publicly at the time and place indicated in the invitation. Firms, their authorized agents and other interested parties are invited to be present.

Disqualification of Firms

Any of the following reasons may be considered as being sufficient for the disqualification of a firm and the rejection of his/her submittal:

- More than one proposal for the same work from an individual, firm, or corporation under the same or different name.
- Evidence of collusion among firms.
- Failure to supply complete information as requested.

II) RFP EVALUATION

A Review Committee, consisting of City Staff and a member of the Rochester Economic Development Commission, shall consider the following factors as an integral part of the proposal evaluation process to include, but are not limited to:

- Ability, capacity and skill to perform within specified time limits and allocated budget.

- Experience, reputation, efficiency, judgment and integrity.
- Reference checks
- Sufficiency of firm's resources to fulfill the contract.
- Other applicable factors as the City determines necessary or appropriate.

III) AWARD AND EXECUTION OF CONTRACT

Consideration of RFP

- Proposals will be made public at the time of opening and may be reviewed only after they have been properly recorded.
- The right is reserved to reject any or all proposals, to waive technicalities or to advertise for new proposals, if in the judgment of the City, the best interest of the City of Rochester will be promoted thereby.

Award of Contract

- If a contract is to be awarded, the award will be made to the qualified firm whose proposal complies with all the requirements prescribed in the specifications page(s) and evaluation section of this document, and at the sole discretion of the City, demonstrates that selection of said firm is in the best interest of the City, as soon as practical after the opening. The successful firm will be notified at the address listed that the proposal has been accepted.
- The final scope of services agreed upon may not be identical to the scope of work set forth in the "Scope of Work" section in the invitation.

Cancellation of Award

The City reserves the right to cancel the award of any contract at any time before the execution of such contract by all parties without any liability against the City.

IV) BID EVALUATION

In addition to the bid amount, additional factors will be considered as an integral part of the bid evaluation process, including, but not limited to:

1. The bidder's ability, capacity, and skill to perform within the specified time limits.
2. The bidder's experience, reputation, efficiency, judgment, and integrity.
3. The bidder's past performance and experience in the specific field.
4. The sufficiency of bidder's financial resources to fulfill the contract.
5. The bidder's ability to provide future services.
6. Any other applicable factors as the City determines necessary and appropriate (such as compatibility with existing equipment)

V) EXTRAS

Except as otherwise herein provided, no charge for any extra work or material will be allowed unless the same has been ordered, in writing, by the City of Rochester.

VI) DEFAULT AND TERMINATION OF CONTRACT

Cause - Any of the following reasons, but not limited to, may be cause for termination of the contract or agreement entered into between the City and Consultant.

- Fails to begin work under Contract within the time specified in the notice to proceed.
- Fails to perform the work in such a manner as to assume prompt completion of said work.
- Performs the work unsuitably or neglects or refuses to redo the work.
- Discontinues the execution of work.
- Fails to resume work, which has been discontinued, within a reasonable time after notice to do so.
- Becomes insolvent or has declared bankruptcy, or commits any act of bankruptcy or insolvency.
- Makes an assignment for the benefit of creditors.
- For any other causes whatsoever, fails to carry on the work in an acceptable manner the City of Rochester will give notice, in writing to the Consultant for such delay, neglect and default.
- If the Consultant does not proceed in accordance with the notice, then the City of Rochester will have the full power and authority without violating the Contract to take the prosecution of the work out of the hands of the Consultant. The City of Rochester may enter into an agreement for the completion of said Contract according to the terms and conditions thereof, or use such other methods as in the City's opinion will be required for the completion of said Contract in an acceptable manner.
- All extra costs and charges incurred by the City of Rochester as a result of such delay, neglect or default, together with the cost of completing the work under the Contract will be deducted from any monies due or which may become due to said Consultant. If such expenses exceed the sum which would have been payable under the Contract, then the Consultant shall be liable and shall pay to the City of Rochester the amount of such excess.

VII) OBTAINING RESULTS

Results for the Proposals will be posted 48 hours after opening on the City website at www.rochesternh.net or will be available by request via email at purchasing@rochsternh.net.

CITY OF ROCHESTER, NEW HAMPSHIRE PROPOSAL FORM

GRANITE STATE BUSINESS PARK SIGN DESIGN AND INSTALLATION SERVICES

RFQ # 15-36

(To be filled out completely and attached to qualifications packet)

Legal Business Name: _____

Address: _____

Phone: _____

Email: _____

Proposal Amount: \$_____

(in figures)

(in words)

Print Name and Title: _____

Authorized Signature: _____

Date: _____

Are you proposing to use other companies or firms in this project as a partnership? If yes, please list them below with contact names.
