



City of Memphis

**REQUEST
FOR
QUALIFICATIONS
28392**

ADDENDUM #1

**Professional Consulting Services For Downtown
Memphis Convention Center Hotel Consultant**

All bidders are hereby informed of the following modification to the proposal package for this project:

**Correction to the wording within the entire Request for
Qualifications**

New Proposal Submission Deadline Date: April 28, 2017

The proposal submission location and time have not changed.

END OF ADDENDUM #1

CITY OF MEMPHIS/Executive Division

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**REQUEST FOR QUALIFICATIONS
FOR DOWNTOWN MEMPHIS CONVENTION CENTER
HOTEL CONSULTANT**

REGISTRATION FORM

This form will be used to communicate information with respect to questions and addenda as needed. **Please fill out and e-mail to Ryun Jackson Ryun.Jackson@memphistn.gov**. If we do not receive a form, there is a risk that you will not receive important information.

Name of Applicant: _____

Name of Company: _____

Address: _____

Telephone: _____

Fax: _____

E-mail: _____

I. GENERAL INFORMATION

1.1 PURPOSE

The purpose of this Request For Qualifications (RFQ) is to identify a qualified consultant who will guide the City of Memphis through the process to determine if and how a new additional Convention Center Hotel can be developed.

1.2 OVERVIEW

The Memphis Cook Convention Center (MCCC) is the anchor for the Bicentennial Gateway Concept Plan, however because of its gradual deterioration over many years, the evolution of requirements for modern convention centers, and heightened expectations of convention-goers, this facility requires substantial renovation if it is to be competitive with peer cities. We are moving forward with a redesign and renovation of the facility including exterior façade improvements, complete renovation of the interior, additional meeting rooms commensurate with current practices in convention center operations, new mechanical systems, and new wireless technology.

This renovation will be coordinated with the transfer in ownership of our existing convention center hotel, whose new owners have already begun discussions about how their investment in a renovation of their newly acquired property can be complementary to both the hotel and convention center facilities. This renovation, in conjunction with the other elements of our concept, will result in a more modern, striking, and iconic gateway for the City and the State. When justified by future demand and revenues, a future phase for the Convention Center may include construction of a new ballroom whose size will be based on market studies and user input but estimated now at 50,000 square feet. These planned renovations will increase and improve the use of the Convention Center by future conventions and add new events by users within the Memphis region.

However, to fully realize the value of these investments, Memphis must dramatically increase the number of full-service hotel rooms in the immediate vicinity of the Convention Center. Also, a 2010 Market Analysis Study showed that Memphis was short by several thousand-hotel rooms in the downtown market generally and specifically 900 rooms short of the necessary capacity to support the Convention Center. The hotel market is responding to this unmet need and recently several investment groups have approached the City of Memphis with proposals. Our plan calls for the development of a new, complementary \$200 million convention center hotel of 600 full-service hotel rooms operating under a major hotel flag. In keeping with our funding philosophy, we plan to use up to \$15 million in TDZ revenues to support infrastructure improvements, such as parking garage, as a way to encourage private investment in the hotel. It would satisfy not only the needed room capacity but also the opportunity for market segmentation and diverse price points to suit the needs of various convention and meeting groups.

1.3 SUBMISSION OF QUALIFICATIONS

Respondents shall submit (A) one (1) original and four (4) complete printed copies of its Statement of Interest and Qualifications in accordance with the instructions in this RFQ (including the signed Cover Letters); and (B) E-mail a copy of the original document to Ryun.Jackson@memphistn.gov (including PDFs of the Signed Cover Letters) on or before **April 28, 2017, 5:00 PM CST**, please submit (A) to the addressee provided below:

Responses must be submitted in a sealed envelope/package, with the Request for Qualifications Name and Number and the Company Name clearly visible on the outside of the packet.

Responses must be received by **April 28, 2017 at 5:00 PM Central Daylight Time** at the following location:

**Qualifications for Professional Consulting Services
for a Downtown Memphis Convention Center Hotel Consultant
Request for Qualifications # 28392
For the Division of Executive
City of Memphis
Attn: Ryun Jackson
125 N. Main, Suite 700
Memphis, TN 38103**

Since all submittals generated by the Respondent to this RFQ become the property of the City of Memphis/Executive Division, the Respondent agrees that it will not, without written approval by the City, disclose publicly said records.

Subsequent to the award of contract, all information submitted as part of, or in support of the qualifications will be available for public inspection in compliance with applicable laws.

Telegraphic or facsimile submissions will not be considered. Any Statement of Interest and Qualifications received at the above location after the exact time specified for receipt will not be considered.

II. Requested Scope of Services

2.1 SCOPE OF SERVICES

CONSULTING SERVICES FOR A DOWNTOWN MEMPHIS CONVENTION CENTER HOTEL CONSULTANT

The City of Memphis is issuing this Request for Qualifications (RFQ) to solicit proposals from qualified and experienced firms to provide consulting services including analysis of a proposed additional Convention Center Hotel in Downtown Memphis, and the feasibility of such a hotel being successful. The goal of the consultancy is to guide the City of Memphis and its partners at the Downtown Memphis Commission (DMC) and the Convention and Visitors Bureau (CVB) through the evaluation of the operational and financial elements of a proposed Convention Center Hotel, and/or whether the City of Memphis should issue a Request for Qualifications/Proposal seeking other developers for such a development as a complement to the existing Convention Center Hotel and the renovation of the Memphis Cook Convention Center (MCCC). The decision to pursue this consultancy is based on an increasing interest from private sector hotel developers and a 2010 Market Analysis Study commissioned by the City of Memphis that concluded the City of Memphis was in need of another full service hotel to meet the demands of the existing Memphis Cook Convention Center (MCCC).

2.2 SERVICES REQUIRED

The consultant shall:

1. Determine whether current or anticipated market conditions would allow for a successful Convention Center Hotel in Downtown
2. Review and analyze and pro-formas that accompany development proposals
3. Advise the Mayor and his senior staff on public financing implications and strategies of project of this scope
4. As advised assist in generating necessary RFQ/RFP for a Convention Center Hotel development and to guide the analysis of proposals that come from that process

2.3 SUBMISSION REQUIREMENTS

This Section describes the contents of Vendor Submissions in response to this RFQ and provides an outline of how Vendor should organize it. Vendor's Submission will not be considered responsive unless it fully complies with the requirements in this Section, as well as the additional instructions provided regarding the required Submission formats and Submission process.

Specifically, Vendor's Submission shall include each of the sections referenced in the table below. The requirements for each of these Submission Sections are described in more detail

following the table. **VENDOR'S SUBMISSION WILL BE DISQUALIFIED FROM THIS RFQ PROCESS IF THE VENDOR FAILS TO CONFORM TO THE SUBMISSION INSTRUCTIONS IN THIS SECTION.**

Sections and Topics
Management Summary
Business Plan with Scope
Corporate Experience and Capacity Scope
Financial Documentation
References
Key Personnel
Acceptance of Conditions
Pricing Model
Insurance and Indemnification
Equal Business Opportunity Program

2.4 MANAGEMENT SUMMARY

Provide a cover letter indicating the underlying philosophy of your firm in providing the service. The letter must be signed by a person who is authorized to commit the offeror's organization to perform the work included in the request for qualifications and shall identify all materials and enclosures being forwarded in response to the RFQ. The letter should summarize key elements of the bidder's submission. Include any supplemental information that is felt would be helpful in assisting the evaluation of the submission. The letter must stipulate that the proposed price shall remain valid for nine (9) months from the Submission due date. The City may request an extension of time if needed. In addition, the submission will contain the following information:

The letter shall include the Proposer's contact information:

- Name of Primary and Secondary Point of Contact
- Address
- City, State, Zip,
- E-mail,
- Phone/fax

2.5 BUSINESS PLAN

- 1) Provide a full and complete description of the service being offered.
- 2) Provide a detailed implementation plan, including a committed start date.
- 3) Provide a narrative description of the proposed contract team, including the Project Manager and the role to be played by each member.
- 4) Indicate the address and telephone number of the bidder's office

2.6 CORPORATE EXPERIENCE AND CAPACITY

Company must comply with requirements stated below:

1. Provide evidence that your company has provided services of similar size and scope to that of this project within the last five (5) years.
2. Provide as an attachment any additional information not requested in the Company Information that document your firm's qualifications to produce the required outcomes, including its ability, capacity, skill, and financial strength. You may also include a link to your company's web page or additional brochures.

2.7 FINANCIAL DOCUMENTATION

All submissions must include documentation of financial responsibility and stability. All submissions will be subject to open records.

For **publicly** held companies, documents must comply with following requirements:

1. The most recent independent audited financial statements for a fiscal year within the last 24 months. Note: Compiled or reviewed financial statements will not be accepted.
2. The audited financial statements must comply with following requirements:
 - a. Prepared with all monetary amounts in United States currency
 - b. Prepared under United States generally accepted accounting principles
 - c. Audited under United States generally accepted auditing standards
3. The audited financial statements must include:
 - a. The auditor's opinion letter
 - b. Financial statements

c. Notes to the financial statements

For **privately** held companies, in lieu of audited financial statements, provide documentation clearly demonstrating financial stability of the company.

2.8 REFERENCES

Provide a list of references for work of similar size and scope. The services provided to these clients shall have characteristics as similar as possible to those requested in this RFQ. Information provided for each client shall include the following:

- a) Client name, address, and current telephone number
- b) Description of services provided
- c) Time period of the project or contract
- d) Client's contact reference name and current telephone number

2.9 KEY PERSONNEL

Attach resumes of all managers, senior-level supervisors, and support personnel who will be involved in the management of services, as well as the delivery of the specific services. The resumes of the actual employees delivering the services must be included so the Evaluation Committee can determine their experience and qualifications.

For each person, the resume should provide the following information:

- Name
- Address, Phone Number and E-mail address
- Title
- Role
- Description of past assignments would prepare him or her for this assignment
- Educational qualifications
- Tenure at firm
- Years of relevant experience
- Years of public sector experience

2.10 ACCEPTANCE OF CONDITIONS

All requested information in this RFQ must be supplied. Indicate any exceptions to the general terms and conditions of the RFQ and to insurance requirements and any other requirements listed in the RFQ. All exceptions shall be clearly identified in this Section and a written explanation shall include the scope of the exceptions, the ramifications of the exceptions for City of Memphis, and the description of the advantages or the disadvantages to City of Memphis as a result of exceptions. Depending upon the value of the exception(s) to City of Memphis, your Business Plan score may reflect a lowered Business Plan Score. City of Memphis, in its sole discretion, may reject a submission based on any exceptions or specifications within the submission. Proposers may also provide supplemental information, if necessary, to assist City of Memphis in analyzing responses to this RFQ.

2.11 PRICING MODEL

1.
 - a) The estimated total cost of services provided
 - b) Any administrative expenses, fees, or other costs

2.12 EQUAL BUSINESS OPPORTUNITY (EBO) PROGRAM

Equal Business Opportunity Program

The negotiated contract awarded as a result of this RFQ (Request for Qualifications) will be subject to the requirements of the City of Memphis Ordinance #5384 which establishes the Equal Business Opportunity (“EBO”) Program. It is up to the Respondent to ensure that all requirements of this ordinance are met. The Ordinance may be accessed on the City’s website at www.memphistn.gov under “Doing Business”. The intent of the EBO Program is to increase the participation of locally owned minority and women owned business enterprises (“M/WBE”) in the City’s purchasing activities. Toward achieving this objective, the MBE participation goal for this solicitation is 22%. The percentage of MBE participation is defined as the dollar value of subcontracts awarded to certified minority women business enterprises divided by the total proposed base bid amount.

Participation Plan

The Participation Plan must include: (1) level and dollar amount of participation your firm anticipates to achieve in the performance of contract resulting from this RFQ; (2) the type of

work to be performed by the MBE participation; and (3) the names of the MBEs the Respondent plans to utilize in the performance of the contract resulting from this RFQ.

Eligible M/WBE Firms

To qualify as an M/WBE firm, per the requirements of City of Memphis Ordinance #5384, a firm must be included on the City's list of certified M/WBE firms. One or a combination of several MBEs may be utilized to meet the established goal of 22%. A list of the City's eligible MWBE firms is included on www.memphis.mwsbe.com. Once you have accessed the website click on "**Search the Registry**" to see a compiled database of all firms that are registered as MBE's, WBE's, or SBE's with the City of Memphis.

Requests for verification must be submitted to the City's Contract Compliance Office listed below:

Joann Massey
City of Memphis
Contract Compliance Office
125 North Main Street, Suite 546
Memphis, TN 38103
Phone: (901) 636-6210
Email: Joann.Massey@memphistn.gov

2.13 CITY OF MEMPHIS

EQUAL BUSINESS OPPORTUNITY PROGRAM COMPLIANCE FORM
PROJECT TITLE: Downtown Memphis Convention Center Hotel Consultant
Project M/WBE GOAL: 22%

The following sections must be completed by bidder. A certified subcontractor or supplier is defined as a firm from the list of certified firms provided on www.memphis.mwsbe.com. Once you have accessed the website click on “**Search the Registry**” and once a certified subcontractor or supplier is selected please fill out the information below.

Bidder's Name _____

Section A - If the bidder is a certified firm, so indicate here with a check mark.

_____ MBE

Section B - Identify below those certified firms that will be employed as subcontractors or suppliers on this project. By submitting this bid, the bidder commits to the use of the firms listed below.

- \$ = Show the dollar value of the subcontract to be awarded to this firm
- % = Show the percentage this subcontract is of your base bid
- M/WBE = Show by inserting an M indicating subcontractor is an MBE

<u>\$ / %</u>	<u>MBESERVICE</u>	<u>CERTIFIED SUBCONTR. NAME, ADDRESS, TEL. #</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

\$ _____ % _____ **Total MBE**

THIS FORM and SUPPORTING DOCUMENTATION MUST BE SUBMITTED WITH THE BID OR THE BID WILL BE CONSIDERED NON-CONFORMING.

2.14 GOOD FAITH EFFORTS DOCUMENTATION

If a Respondent proposes an MBE percentage less than the established goal, the Respondent must, at the time of the response, submit a Good Faith Efforts statement accompanied by the appropriate documentation justifying its submitted MBE percentage. The ability of the Respondent to perform the work with its own work force will not in itself excuse the Respondent from making good faith efforts to meet participation goals. The determination of whether a Respondent has made a good faith effort will be made by the City's Contract Compliance Officer, Director of Finance and the Purchasing Agent, prior to the award of the project. The Good Faith Efforts statement must include the following documentation:

GOOD FAITH EFFORT DOCUMENTATION FORM

To The Honorable Mayor City of Memphis, Tennessee

From:

VENDOR NAME

PROJECT TITLE:

Enclosed please find the required documents:

_____ Copies of all written notification to City of Memphis MBE listed firms. (Please attach list of all firms notified, detail how they were notified and when).

_____ Said Bidder ____ did / or ____ did not select economically feasible portions of the work to be performed by MBE firms.

_____ List all MBE firms with which negotiations took place. (Attach list. If no negotiations were held, please state so.) Provide names, addresses, and dates of negotiations.

_____ Statement of efforts to assist MBE firms, with bonding, insurance, financing, or with document review. (Attach list. If no assistance was provided, please state so.)

_____ The Bidder ____ did / or ____ did not use all MBE quotations received. If the Bidder did not use all MBE quotations received, list on attached sheets, as required as to the reasons those quotes were not used.

_____ List (on attached sheets as required) all MBE firms contacted that the bidder considered not to be qualified, and a statement of the reasons for the bidder's conclusions. If no firms were found to be non-qualified, please state so.

THIS SIGNED FORM MUST BE SUBMITTED WITH THE BID IF THE BIDDER DOES NOT MEET THE REQUIRED M/WBE PROJECT GOAL WITH THEIR BID. IF NOT SUBMITTED THE BID WILL BE CONSIDERED NON-CONFORMING.

Contractor's Name

Signature

Printed or Typed Name and Title

2.15 INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS

FOR CONSULTANTS FOR A DOWNTOWN MEMPHIS CONVENTION CENTER HOTEL

The Company shall not commence any work under this contract until it has obtained and caused its subcontractors to procure and keep in force all insurance required. The Company shall require all subcontractors to carry insurance as outlined below, in case they are not protected by the policies carried by the Company. The Company is required to provide copies of the insurance policies upon request. The Company shall furnish the Risk Manager a Certificate of Insurance and/or policies attested by a duly authorized representative of the insurance carrier evidencing that the insurance required hereunder is in effect. All insurance companies must be acceptable to the City of Memphis and licensed in the state of Tennessee.

If any of the Insurance Requirements are non-renewed at the expiration dates, payment to the company may be withheld until those requirements have been met, or at the option of the City. The City may pay the renewal premiums and withhold such payments from any monies due the Company.

The Company shall indemnify, defend, save and hold harmless the City, its officers, employees, and agents, from and against any and all claims, demands, suits, actions, penalties, damages, settlements, costs, expenses, or other liabilities of any kind and character arising out of or in connection with the breach of this Agreement by Company, its employees, subcontractors, or agents, or any negligent act or omission of Company, its employees, subcontractors, or agents, which occurs pursuant to the performance of this Agreement, and this indemnification shall survive the expiration or earlier termination of this Agreement. The provisions of this paragraph shall not apply to any loss or damage caused solely by the acts, errors, or omissions of the City, its officers, employees and agents.

Company shall provide notice to the City within three (3) business days following receipt of any notice of cancellation or material change in Company's insurance policy from Company's insurer. Such notice shall be provided to City by registered mail, to the following addresses:

City of Memphis
Attn: Risk Management
2714 Union Extended, Suite 200

City of Memphis
Attn: Purchasing Agent
125 North Main, Room 354

Each certificate or policy shall require and state in writing the following clauses:

The Certificate of Insurance shall state the following: “The City of Memphis, its officials, agents, employees and representatives shall be named as additional insured on all liability policies.” The additional insured endorsements shall be attached to the Certificate of Insurance and the Certificate of Insurance shall also state: “The additional insured endorsement is attached to the Certificate of Insurance.”

Article I. WORKERS COMPENSATION:

The Company shall maintain in force Workers’ Compensation coverage in accordance with the Statutory Requirements and Limits of the State of Tennessee and shall require all subcontractors to do likewise with MINIMUM LIMITS OF:

Employer’s Liability	\$100,000	Each Accident
	\$500,000	Disease-Policy Limit
	\$100,000	Disease-Each Employee

AUTOMOBILE LIABILITY:

Covering owned, non-owned, and hired vehicles with MINIMUM LIMITS OF:

\$1,000,000 Each Occurrence – Combined Single Limits

COMMERCIAL GENERAL LIABILITY:

Comprehensive General Liability Insurance, including Premises and Operations, Contractual Liability, Independent Contractor’s Liability, and Broad Form Property Damage Liability coverage with MINIMUM LIMITS OF:

\$2,000,000	General Aggregate
\$1,000,000	Products-Completed Operations
\$1,000,000	Personal and Advertising Injury
\$1,000,000	Each Occurrence (Bodily Injury & Property Damage)
\$ 50,000	Fire Damage any One Fire
\$ 5,000	Medical Expense any One Person

PROFESSIONAL LIABILITY:

The Company shall maintain such coverage for at least three (3) years from the termination or expiration of this agreement with MINIMUM LIMITS OF:

\$2,000,000 Per Project / Aggregate

PROPERTY INSURANCE:

The Company shall be responsible for maintaining any and all property insurance on their own equipment and shall require all subcontractors to do likewise.

2.16 USE OF INFORMATION

Vendor may not make any public announcement relating to this RFQ or otherwise publicize the existence or contents of this RFQ. Any Vendor that discusses this RFQ or the Initiative with anyone within or outside the City other than the persons and entities permitted pursuant to this RFQ will risk elimination from further participation in the bidding process due to breach of confidentiality, in addition to enforcement by the City of any other remedies available to it.

All correspondence about this RFQ and the Initiative should be limited to the Contact designated in this RFQ.

Vendor should not, under any circumstances, contact any City personnel (including senior City management or City employees with whom Vendor has an existing business or personal relationship) to discuss this RFQ without the Principal Contact’s prior written consent. Utmost discretion is expected of Vendor and all other RFQ recipients. Any recipient attempting to circumvent this process will risk elimination from further participation in the bidding process.

2.17 SCHEDULE OF EVENTS

The timetable is for the information of submitting entities. Project restraints may cause these dates to change.

Events	Date
Publish RFQ on the City website: www.memphistn.gov	April 11, 2017
Vendor Questions Submission	April 18 – April 21, 2017
City Response to Questions	April 24 – April 25, 2017
Submission Deadline	April 28, 2017, 5:00 PM CDT
Evaluation of Submissions	May 1 – May 4, 2017
Notice of Intent to Award	May 5, 2017
Target Date for Contract Negotiations	May 8 – May 11, 2017
Target Date for Consultant to Start Work	May 12, 2017

In no event shall the Submission Deadline be changed except by written modification by the City of Memphis Purchasing Department.

2.18 CONTRACT AWARD

The award of contract will be made on the basis of the best proposal, as determined by the City, which meets the requirements and criteria set forth in the solicitation. The City may fund all or any part of a proposal, and the City will only accept proposals for the services requested. The proposal submitted in response to this solicitation is not a legally binding document; however, the contract, which will be based on information provided in the proposal, becomes legally binding once all parties have signed it. Any contract resulting from this RFQ shall be subject to the City of Memphis General Terms and Conditions set forth in this solicitation. The successful Contractor shall be required to execute the contract originated by the City of Memphis and satisfy all contract requirements as specified by the City. One or more contracts may be awarded under this RFQ, and any contract awards and amounts are subject to the availability and appropriation of funds.

The Mayor of the City of Memphis is the final authority who can legally sign contracts on behalf of the City. Costs chargeable to the proposed contract shall not be incurred before receipt of a fully executed contract.

III. QUALIFICATION, PREPARATION AND SUBMISSION REQUIREMENTS

3.1 Respondent's Understanding of Requirements

Respondents are expected to examine and understand the Scope of Services.

3.2 Questions from Prospective Respondents

All questions regarding this RFQ should be directed via email to Ryun.Jackson@memphistn.gov on or before April 21, 2017. The subject heading of the email should list "Request for Qualifications #28392 Questions – (Your Company Name)".

Phone: (901) 208-9632

Email: Ryun.Jackson@memphistn.gov

No oral requests for clarification or information will be accepted. The Vendor shall identify all email inquiries in the subject line as "RFQ Inquiry" and shall submit questions no later than the deadline stipulated in the RFQ's Schedule of Activities. To ensure the fair and consistent distribution of information, all questions will be answered by a Question-and-Answer (Q&A) document which will be posted on the City website (www.memphistn.gov). No individual answers will be given.

3.3 Addendum to the Solicitation

The City/Executive Division may deem it necessary to make modifications, clarifications or changes to this solicitation. Those modifications will be made in the form of a written addendum issued by the City, which modifies only those items specifically discussed in the addendum and all other terms and conditions of the solicitation will remain unchanged.

3.4 Submission Format

The City expects the Submission to be a compilation of various documents as outlined above. Vendor shall use Microsoft Office file formats in preparing its submission to the maximum extent possible. All pages should be formatted to print on 8 ½ x 11” paper, unless another format is specified. Vendor responses should be specific, factual, brief and to the point, and should avoid pure sales and marketing content to the extent possible.

Submission Expiration Date:

Submissions in response to this RFQ shall remain valid for nine (9) months from the Submission due date. The City may request an extension of time if needed.

3.5 Rejection of Submissions

LATE SUBMISSIONS WILL BE CONSIDERED NON-CONFORMING AND WILL NOT BE ACCEPTED.

Incomplete submissions will not be considered for selection if the omission(s) are determined, in the City’s sole discretion, to be significant. Each submission shall be submitted in a sealed envelope or package. Submissions that are submitted to and accepted by the City become the property of the City of Memphis and will not be returned. The City has the right to reject any or all submissions. The submission must set forth accurate and complete information as required in this RFQ. Unclear, incomplete, and/or inaccurate documentation may not be considered for a contract award. Falsification of any information may result in disqualification.

General:

Subject to questions and clarifications raised on specific issues, Vendor shall be deemed, by the submission of its response to this RFQ, to have understood fully the meaning of the overall RFQ. Any claims of ambiguity after contract award will not be accepted by the City.

3.6 Qualifying Submissions

City will review each Submission to determine whether it is a Qualifying Submission. A Qualifying Submission is one that meets all of the criteria set forth below. All Submissions that **ARE NOT** considered qualifying will be disqualified from this Request for Qualifications (RFQ) process.

A Qualifying Submission is a Submission:

1. Submitted (in the form and format required) by the due date as specified.
2. Conforms to the requirements of the RFQ (e.g. includes the requisite number of copies, and customer references
3. Provided all required information as stated in the RFQ.

3.7 Evaluation of Qualifying Submissions

City of Memphis reserves the right to modify the evaluation methodology if determined to be in the best interest of the City of Memphis. Evaluation criteria will not be changed after receipt of submissions. Submissions received in response to this RFQ will be reviewed by an Evaluation Committee. The factors to be considered in the evaluation of submissions are as follows.

3.8 Evaluation Criteria

City will evaluate each Qualifying Submission based on the degree to which it complies with City's requirements, as articulated in this RFQ. The primary categories (in order of importance) to be evaluated are:

- x Scope and Solution: including whether Vendor accepted the scope of services presented in this RFQ, meets the solution requirements and constraints, proposes an appropriate development plan, mitigates risks, and delivers value added components. Business Plan – Responsiveness and feasibility of proposed Business Plan, overall approach/philosophy to providing the service, exceptions to City of Memphis' contract. Committed Start Date - Detailed implementation plan and committed start date
- x Pricing: including whether Vendor provides a cost effective pricing methodology and total cost of ownership over the life of the contract.
- x References: including customer listing for references and experience completing projects of similar size and scope including financial background of proposer.