

## **Montego Bay Convention Centre RFQ**

The Urban Development Corporation and the Jamaica Tourist Board on behalf of the Government of Jamaica are seeking a Public Assembly Facility Management Company to provide Marketing and Management Services for the new Montego Bay Convention Centre due to open January 2011 in Montego Bay, Jamaica

RFQ Issued January 4<sup>th</sup>, 2010

# JAMAICA

## *Montego Bay Convention Centre*



## *Rose Hall, Jamaica*

# **Montego Bay Convention Centre RFQ**

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## **I. OVERVIEW AND PROPOSAL PROCEDURES**

The government of Jamaica through its agencies, the Urban Development Corporation (UDC) and the Jamaica Tourist Board (JTB) is seeking a public assembly facility management company to provide marketing and management services for the new Montego Bay Convention Centre (MBCC) scheduled to open in January 2011. The purpose of this Request for Qualifications (RFQ) is to identify qualified management companies with an interest in marketing and managing the facility and gauge their performance in managing similar facilities. The goal is to enter into an Agreement (Agreement) with a qualified management company to operate the MBCC. The Management Companies that attains the minimum score to prequalify will be asked to prepare and present a Management Plan, which includes a description of the Company's approach to the Scope of Services described in this RFQ.

It is anticipated that the successful management company will be accountable to the Urban Development Corporation (UDC).

Following the issue of the RFQ, the selection of a management company will involve the following preliminary process:

1. Submission of a letter expressing their intent to respond to the RFQ
2. Submission of any questions regarding the RFQ as outlined in the timetable
3. Response to questions
4. Submission of response to the RFQ
5. An Evaluation Team to review responses to the RFQ against a set of criteria established and weighted inclusive of a minimum score to be attained. The three (3) companies attaining the highest scores above the minimum will receive an RFP to complete and will be interviewed by the evaluation team.
6. Recommendation and selection will be made for the award of contract.
7. Contract negotiations with top-ranked company
8. If contract negotiations unsuccessful negotiations will take place with the company ranked second.
9. After award of contract new management company will be announced.

### **RFP Proposal Review**

The Evaluation Team (ET) made up of representatives from UDC and JTB will verify information contained in the RFP and will contact several of the current clients listed in the management company information for references, performance evaluation, responsiveness and other data. The ET will review data submitted from the comparable facilities and assess the management company's demonstrated knowledge of how to manage facilities similar in size and type to the MBCC and judge the ability of the Management Company to perform the requested Scope of Services as demonstrated by the information submitted in the response to the RFQ.

### **No Contact Policy**

Any contact with any JTB, UDC or GOJ representatives, other than that outlined in the RFQ and RFP, is prohibited. Such unauthorized contact may disqualify the company from consideration under this RFQ.

## **II. PROJECT DESCRIPTION & HISTORY**

The Urban Development Corporation (UDC) on behalf of the Government of Jamaica (GOJ) is constructing the Montego Bay Convention Centre (MBCC) in Rose Hall, Montego Bay, Jamaica. It is a state-of-the-art exhibition Centre with a divisible Banquet Hall for 2,000 people and more than 11,000 sq ft/1053 sq m of meeting space and 52,213 sq ft/4,680 sq m of dedicated exhibition space. More detailed floor plans are included in this RFQ.

The MBCC is intended to provide space for meetings and conventions to enhance the tourism industry, to increase the foreign exchange earnings and to provide additional employment and skills training opportunities. The MBCC is conveniently located near five major hotels, duty free shopping, and is a short 15 minute ride from Montego Bay's Sangster International Airport.

# Montego Bay Convention Centre



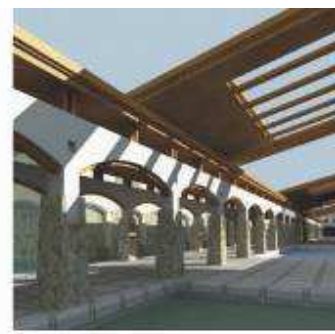
## BACKGROUND

The Urban Development Corporation (UDC) on behalf of the Government of Jamaica is constructing a convention centre at Rose Hall in Montego Bay in close proximity to five major hotels. The project is aimed at strengthening Jamaica's participation in the growing segment of the travel and convention market.

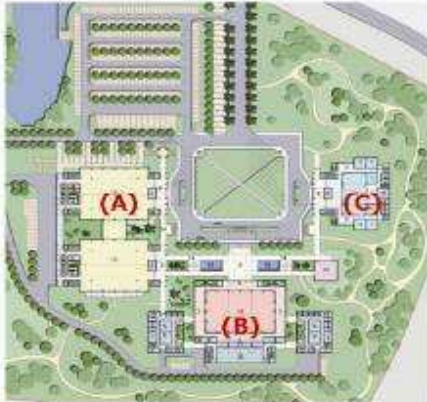
The Montego Bay Convention Centre is intended to provide space for meetings and conventions to enhance the tourism industry, to increase the foreign exchange earnings and to provide additional employment and skills training opportunities during the construction period.

Agreements which have facilitated the project include:

- Contract signed between UDC and China National Complete Plant Import Export Corporation (COMPLANT) on May 25, 2007 for the design, construction and provision of furniture, fixtures and equipment for the centre
- Loan valued at \$US 45.4M (350 Remini) signed on June 1, 2007 between the Government of Jamaica and The People's Republic of China



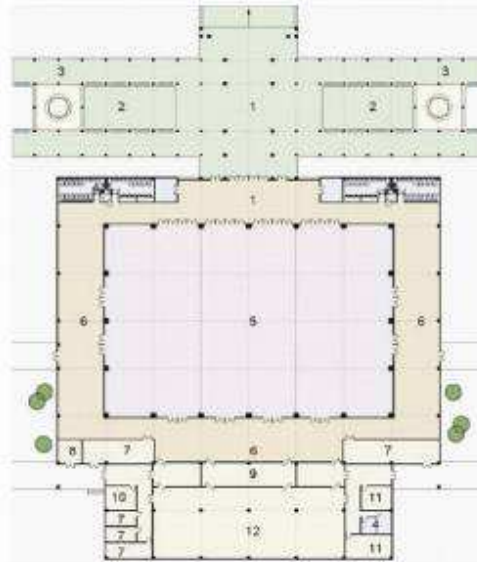
Located in Rose Hall, the Montego Bay Convention Centre will be a state-of-the-art facility, in close proximity to 5 major hotels, duty free shopping, major attractions and some of the best golf on-island. Distance from the Montego Bay's Sangster International airport is a short 15 minute ride by motor-coach.



- A. Exhibition space: 52,213 sq f/4880 sq m – divisible into two halls, accommodating 4,000 persons theatre style
- B. Banquet Hall: 20,925 sq f/1,944 sq m – divisible into three sections; total capacity 2,000 persons
- C. Meeting Rooms: 11,334 sq ft/1053 sq m – divisible into eight break-out rooms; accommodating up to 700 persons



- 1. Garbage
- 2. Mechanical
- 3. Storage
- 4. Ex-Hall
- 5. Reception
- 6. Lobby
- 7. Storage
- 8. Garbage
- 9. Service Corridor
- 10. Center Kitchen
- 11. Service



- 1. Meeting Room
- 2. Office
- 3. Service Corridor
- 4. Toilet
- 5. Lounge
- 6. Banquet
- 7. Service
- 8. Lounge
- 9. Service
- 10. Center Kitchen
- 11. Service



- 1. Meeting Room
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For more information, contact the Jamaica Tourist Board, Groups and Conventions Department: 800-294-7687 or email [groups@visitjamaica.com](mailto:groups@visitjamaica.com)

**JAMAICA** *Once you go, you know.*

### **III. SCOPE OF SERVICES**

#### **Pre-Opening Services**

- Attend architect and construction meetings
- Review design and change orders
- Recruit & train staff
- Develop operations plan
- Develop policies, procedures, rate schedules, service pricing and lease agreements in conjunction with the UDC
- Develop sales, marketing, public relations, advertising and promotional programs in cooperation with the Jamaica Tourist Board
- Book and schedule events
- Negotiate and administer contracts
- Specify and procure furniture, fixtures & equipment (FF&E) in cooperation with Urban Development Corporation

#### **Post-Opening Services**

- Book and schedule events
- Negotiate and administer contracts
- Maintain accounting records and prepare operational reports and budgets
- Manage event planning, production, staffing and servicing
- Manage facility operations, maintenance, and security
- Manage human resource, financial and payroll services
- Manage box office and parking services
- Manage food and beverage and concession services
- Support Jamaica sales, marketing, public relations, advertising and promotion efforts

#### **IV. SUBMITTAL REQUIREMENTS**

Prior to submittal of the RFQ response, management companies should submit a letter acknowledging receipt of the RFQ and confirming their intent to respond. Letters must be received by January 12, 2010. The management company should also provide the name, address, e-mail, telephone, and facsimile number of the individual who will address inquiries related to this RFQ and the management company's proposal, and who will receive clarifications or addenda.

In the interest of time, questions concerning this RFQ should be submitted electronically to Joy Douglas, UDC at [jdouglas@udcja.com](mailto:jdouglas@udcja.com) by January 18, 2010. The questions and the responses to the questions will be provided electronically to all proposers who have submitted a letter of intent by January 20, 2010.

Two (2) copies of the RFQ response, revisions or amendments to responses previously submitted must be received at UDC on January 26, 2010 by 12:00 noon. Responses received after that time and date will not be considered. Electronic, Telegraphic or Facsimile responses will not be accepted. Submittals should be addressed to:

Joy Douglas, General Manager  
Urban Development Corporation  
12 Ocean Boulevard  
Kingston Mall  
Jamaica W.I.  
Telephone (876) 922-8310-4

Management Companies are required to submit information in the order and format requested in this RFQ. Failure to do so may cause the proposal to be deemed non-responsive to the RFQ. Information requested in the RFQ and deemed privileged and confidential may be submitted in a separate envelope marked "Privileged and Confidential Information." The Authority will use its best efforts to protect such information from disclosure to the extent allowed by law.

## **INFORMATION REQUIRED FOR RFQ**

### **1. Cover Letter**

The Cover Letter should include the following items:

- The identity of the management company and any partners, consultants or contractors included as part of the response.
- The names of individuals involved in the preparation of the RFQ response along with their relationship to the management company.
- A statement confirming that the management company has sole and complete responsibility for performing the services as defined in the RFQ and any addenda issued to this RFQ and that the terms as set forth are valid for 60 days.
- A statement that describes the corporate structure of the company (corporation, LLC etc.) signed by a representative authorized to legally bind the management company.

### **2. Management Company Profile**

- Information describing the management company's current organization, date of incorporation, ownership, corporate office, number of years in business, size of business, services offered, operating philosophy, financial performance and personnel policies.
- A comprehensive list of public assembly facilities operated by the management company. Include name, address and size and type of facility, and the name, title, address, telephone and facsimile number of the client contact or contract administrator.
- The most recent audited financial statement or other evidence of financial capability and responsibility of the management company.

## **INFORMATION REQUIRED FOR RFP**

### **1. Overall Management Plan**

- Describe the overall philosophy of how the MBCC will be managed.
- High quality service and unique experiences are desired customer goals. Describe how your management company will help users of the MBCC achieve those goals.
- Describe:
  1. How the management function will be organized including detailed information on the proposed on-site management team.
  2. Identify the functions to be performed by the management team.
  3. Describe how the management team will report to the UDC, including frequency and format.
  4. Provide a sample of the proposed management agreement and the management fee structure.
  5. Suggest strategies that can be used to measure operational performance of the MBCC.

### **2. Pre- Opening Phase Services**

- Describe how the staff will be recruited, organized and trained.
- Provide a list of titles of proposed full and part-time employees.
- Provide a proposed organizational chart for the facility showing divisions, departments, manager titles and worker classifications.
- Specify the proposed start dates for key staff members including the General Manager, the Business Manager, Sales and Marketing Director, and the lead event coordinator and other management positions.
- Describe the proposed approach to the overall operational plan.

- Provide a chart indicating the direct reporting relationships of the facility to the Urban Development Corporation (UDC). The chart should include and identify all anticipated subcontractors, to the extent possible.
- Identify services provided by personnel that are not expected to be employed directly by the Management Company or its subcontractors.
- Identify which employees (if any) that the Management Company does not expect to employ directly.
- Provide specific details on how the Management Company will develop policies, procedures, rate schedules, service pricing and lease agreement terms and conditions.
- Provide a sample of rules and regulations that are typically provided to users of the facility.
- Provide a sample of the rate schedules used for different types of events.
- Provide a sample of a lease agreement, standard addenda and any other necessary documents.
- Describe your proposed approach to marketing, booking and scheduling national, international and local events at the MBCC.
- Describe your approach to promoting, advertising and overall marketing of booked events, conventions and exhibitions.
- Provide samples of the booking and scheduling policies and procedures, as well as a sample contract with a facility user for an event.
- Describe proposed approach for a working relationship with the JTB as it relates to marketing the facility.
- Provide all samples requested in an addendum to the proposal.

### **3. Operational Phase Services**

- Describe proposed approach to event coordination, production, staffing and servicing. Provide a sample event work order for one event. Provide a sample of order forms for exhibitor services provided by the Management Company or its subcontractors.
- Describe proposed approach to facility operation, maintenance, housekeeping, parking, electrical services and security services; include ability of Management Company to maintain sophisticated technology systems throughout the facility.
- Describe proposed approach to human resources and payroll services. Describe the method to record employment and operating revenues, expenditures and capital improvement expenses.
- Propose a budget approval and internal review process.

**Please note the information on the RFP (pages 11-13) is to enable the tenderer to understand the scope of the project; a response is therefore not required.**

### **V. EVALUATION PROCESS & SELECTION CRITERIA**

Materials submitted by responding management companies will be evaluated based upon the criteria listed below.

- The past performance and the ability of the Management Company to successfully manage facilities of similar type as demonstrated by evaluation of previous clients. Emphasis is placed on quality of work, ability to meet financial objectives and success in achieving stated performance benchmarks.
- The quality and feasibility of the proposal as demonstrated by the manner and methodology in which the Management Company will achieve the requirements in this RFQ. Proposals will also be evaluated based upon the Management Company's demonstrated knowledge of how to manage facilities similar in size and type to the MBCC and demonstrated understanding of the importance of successfully operating the MBCC in an international market.
- Proposals will also be evaluated based on the Management Company's demonstrated understanding of the importance of the MBCC to Jamaica's tourism product and how they intend to use the centre to add more value

and diversification to the tourism product.

- The qualifications and competence of the management company to perform the requested services. Preference will be given to those Management Companies whose personnel have significant experience in managing facilities similar in size and with similar service requirements as the MBCC.
- Consideration will be given to unique approaches, resources and experience of the Management Company that will further improve and ensure the success of the Centre.
- Emphasis will be placed on the creativity of the Management Company in maintaining and enhancing the financial strength of the Centre through unique approaches to resource allocation, facility utilization and revenue generation.
- Responsiveness to the RFQ will be determined by the creativity of the Management Company in meeting the requirements of the RFQ, as determined by the company's ability to provide the services described in the previous section of this RFQ.

## **VI. SPECIAL CONDITIONS**

1. The RFQ does not commit the (UDC) and (JTB) to procure or award a contract for the scope of work described herein.
2. All information submitted in response to the RFQ shall become the property of the UDC and as such, may be subject to public review as public records of Jamaica.
3. The UDC has sole discretion and reserves the right to reject any and all responses received with respect to the RFQ and to cancel the RFQ at any time prior to entering into a formal agreement with a management company. The UDC reserves the right to reasonably request additional information or clarification of information provided in the response without changing the terms of the RFQ.
4. The UDC reserves the right to waive any technicalities or irregularities in this RFQ.
5. Respondents acknowledge and agree that the UDC will not be liable for any costs, expenses, losses, damages (including damages for loss of anticipated profit) or liabilities incurred by the respondent or any member thereof as a result of, or arising out of, submitting a proposal, negotiating changes to such

proposal, or due to the UDC's acceptance or non-acceptance of the proposal.

6. The UDC shall provide the release of all public information concerning the project, including selection announcements and contract awards. Those desiring to release information to the public must receive prior written approval from an authorized representative of the UDC.
7. Neither the UDC nor any of its officers, agents, consultants or employees shall be responsible for the accuracy of any information provided as part of this RFQ. All respondents are encouraged to independently verify the accuracy of any information provided. The use of this information in the preparation of a response to the RFQ is at the sole risk of the respondent.
8. Any terms and conditions of the response to this RFQ will remain in effect for 60 days after the date of submission.
9. The respondent shall not collude in any manner or engage in any practices with any other respondent(s), which may restrict or eliminate competition or otherwise restrain trade. Violations of this instruction will result in automatic rejection of the respondent's submittal. This restriction does not preclude joint ventures or subcontracting.
10. All responses submitted must be the original work product of the respondent. The copying, paraphrasing or other use of substantial portions of the work product of another respondent is not permitted. Failure to adhere to this instruction will cause rejection of the response.
11. The UDC reserves the right to amend the RFQ through written addenda.
12. The UDC reserves the right to waive any portion of the selection process in order to accelerate the selection and negotiation with the top ranked management company.

## **VII. SELECTION AND AWARD OF CONTRACT**

The Evaluation Team (ET) will rank the responses based upon the evaluation criteria defined overleaf. The selected proposer(s) will be invited to come to Montego Bay to make a formal presentation to the ET. Failure of the responder to make such a timely presentation will be grounds for rejection of the proposal. The ET will make a recommendation to the UDC Board.

The opportunity to contract will be extended to the responder who, in the opinion of the UDC, offers the best overall package. If negotiations fail to reach a contract point, negotiations will be undertaken with the second ranked company. The evaluation will include, but will not necessarily be limited to, the following Weighted Point System in ranked order of importance to the UDC):

**The UDC, in its sole judgment, reserves the right to reject any or all proposals.**

<b>The RFQ will be evaluated based upon a weighted point system as follows:</b>		<b>Points Possible</b>
1.	<p>The Company's success and experience in managing, operating and promoting similar facilities... 0-10 Points</p> <p>Company's overall track record and reputation in the public assembly facility industry 0-10 Points</p> <p>Responsiveness and validation in meeting all of the requirements of this RFQ....0-5 Points</p>	25
2.	<p>The quality and experience of the company's overall Operations Management Team...0-12 Points</p> <p>The comprehensiveness and other strengths of their Management Company Profile...0-8 Points</p>	20
3.	<p>Quality, success and experience of sales and marketing by the Management Company and the Management Team in similar facilities in the US and International Markets. 0-20 Points</p>	20
4.	<p>The professional experience and performance record of the proposed on-site management team members...0-12 Points</p> <p>The level of corporate support in the management, operations and sales that will be provided the MBCC on-site management team...0-8 Points</p>	20
5.	<p>Experience of the Company and Management staff in the work to be accomplished within the short time frame of the pre opening phase as described in this RFQ...0-07 Points</p> <p>The Company's corporate financial stability and the ability of the company to provide a satisfactory financial arrangement with the UDC...0-08 Points</p>	15
	<b>Quality (Q)</b>	<b>100</b>

The weighting to be applied for this evaluation is  $q = 75$

The minimum score (Q) required is 75.

The management company with the highest ranked qualifications will be considered for contract negotiation.