

the **SORT** the cycle con**SORT**ium

A group of cycle businesses, retail and wholesale, designers, deliverers and advocates, working together with sympathetic businesses, institutions and individuals, to encourage the most rapid and widest increase in the amount of cycling in New York City.....and eventually everywhere

No monetary cost to participating providers. Each agrees, to the extent that space and other scarce resources allows, to:

Share knowledge and cooperate, even with competitors, in developing a citywide system, to guarantee that everybody who wants one has access to a sturdy, safe cycle, either at a very low and affordable price or, for those with severely-stressed resources, for free.

Support the system largely through rental fees on higher-end bikes, too expensive or cumbersome to be owned by individuals anyway, and exotic cycles, which artists, craftspeople and engineers are already beginning to create all over the world.

Work to expand the role of human-scale and human-powered (and electric-assisted) vehicles, and the critical contributions made by community-based stores, and the people who manage and work in these enterprises, who use their experience, knowledge, skills and care to keep us safe on the road.

Be part of an ambitious program of cycle design evolution and the cultivation of small cycle design and building enterprises, especially within this city.

Help dramatically improve the spread and effectiveness of all shared-ride and shared-vehicle activities which include cycles as well as other modes of travel, through the creation of an automated system, which does the most possible, at the same time, to protect privacy and keep costs as low as practicable.

Include the greatest variety of types of vehicles already in circulation, or soon to be created, so that cycles may become more usable in inclement weather, be available for multi-passenger and utilitarian purposes and eventually be capable of replacing the majority of toxic, oversized, urban-unfriendly vehicles.

Provide a counter-weight to the monopolistic, narrowly profit-driven, programs being put forth presently. There will only be one chance to establish a truly egalitarian, maximally-expanding and constantly-evolving program, here in the most potentially bike-friendly place on earth, and this is it. Our largest parks can be the armature of a full city-wide system, anchored by a network of community-based businesses.

For more information, please contact: Festival@LightWheels.com 212 431 0600

A Short history of NYC's "Bike Share" efforts up to this time

What is the difference between "bike share" and "bike rental" programs?

Bike rentals have been taking place as long as bike shops have been in existence. You pay a fee, are usually responsible if you wreck the machine and are sometimes given some safety and riding tips. Often only one brand of common bicycles is available, sometimes with a few different models. They are mostly intended for tourists but also serve those without bikes of their own or families with kids and couples on dates.

Bike share is both an actuality and a concept:

In the past few years it has become a government-encouraged but private-sector operated program. These recent efforts have been organized by large international billboard ("street furniture") companies like Clear Channel. They offer the advantage of privately financed and maintained programs, turn-key ready. Their disadvantages include the use of only one standard bicycle and the costs of expensive automated electronic docking stations. High costs do not bother these companies though since it increases the extent to which they can exchange ads on billboards (and sometimes on the vehicles themselves) for the right to install their systems.

Many colleges and other institutions have begun small, self-contained and limited-access programs for themselves. Bikes sometime come from departing students and programs are often subsidized, run by volunteers and are valuable, although tentative, experiments.

Fancy hotels and some private companies see the wisdom in having bikes available to their patrons and employees.

Municipalities know that this activity can be a source of income. This is the way that previous public space-located activity like bus shelters has usually been viewed, often to the detriment of the quality of these facilities. As long as there are not too many complaints, the emphasis has historically been on the city's ability to gain revenue from the advertising. Sadly, since surface public transit riders' and bicyclists' interests have for so long been given so little attention, even programs that fall far short of needs are still welcomed as a sign that this imbalance may someday be redressed. It took 35 years to get half-decent bus shelters.

As a concept, there is nothing to prevent these efforts from including a much broader and more egalitarian approach to the subject, with the goal of making certain that this form of transportation is available to everyone. Some feel it should be made a part of the transit system or simply designated as a public resource like the sidewalk. Our program is dedicated to this approach. We also know that the dispersal of influence and profits to community-based bike shops and their customers, rather than creating a new monopoly, will bring us closer, and faster, to a comprehensive, fully-accessible to all, evolving and beautiful system.

UNIVERSAL BIKE CARE

We are convinced that a comprehensive bike-availability network must consist of both private-sector and public-sector elements complimentary and essential to the smooth operations of such a system. The question is, should the private-sector element consist of a great many small businesses or one very large one?

There are certain predictable features of very large private-sector efforts, including maximum standardization and uniformity of equipment. This contributes to the “economies of scale” which advantage these large enterprises’ bottom lines. If you are trying to maximize your returns it is essential. Since labor costs are the single largest continuing expense, and mechanics also tend to prefer the predictability and simplicity of working with identical machines, this also provides a convenient rationale to make everything nearly the same. If making money is the sole or even primary goal of the enterprise, there will very likely be a boring and unvarying lack of variety in designs.

Our non-profit model avoids this unfortunate tendency and actually embraces the opposite track, the maximization of diversity in design. Repairers will be challenged and the cost of the work will be considerably higher, but the benefits will be enormous and permanent; the stimulation of creative work and the ability to evolve designs into those that will turn out to be the most popular in the long run. Through coordination with city schools, this program will also enable the wide expansion of competence in the repair and maintenance of cycles, an important new vocational opportunity currently unavailable through our educational system. A number of Master mechanics, some of them retired, others fully employed, are offering to put together a citywide program to keep all equipment on the road in first rate and safe condition.

Another way in which these mega-enterprises tend to function is in the maximization of this as a branding opportunity, offered though endless design element repetition. This is done for the same reason that coke buys a thousand phone booth ads at the same time. Bikes have a delightful variety in type and appearance and will be much more so if new designs are being encouraged and added to the system continuously rather than being frozen out forever because the only factor which matters is short-term return on investment.

This is the crises we face: we need to evolve human-powered and human-scale vehicles into the fully-functional, all-weather vehicles that they can be and we need to do it in a hurry. We’ve lost a Century and we can’t afford to lose another. Giving any monopoly control over the rapid expansion of cycling which is already taking place due to environmental, economic

and other pressures will stifle that process, by damning it with faint praise. We don't need just tourists with money to spend on bike rides, we need bikes to be everywhere and available to everyone. We are designing a utility and we can either go with the Super-Powerful Concentrated (Nuclear) option, the Monopoly, or disperse the activity into as many corners as possible, in other words go Solar. The term of the Parks department's RFP due on May 14th may be advertised as six years but the reality is that this is forever. We are determining the shape of cycling and therefore the shape of this city, in important respects, for many, many years to come.

All that the current Parks department proposal requires of the operator is that two locations be activated as soon as possible and one each of the remaining three over the next four years. It is described as preferable to move up the dates but is not required. Aside from the odd fact that the two most prosperous areas, Central and Riverside parks, are required to be serviced in the initial year, while those from lower-income areas only years later, our intention would be to begin all five programs at the same time on a relatively small basis and grow them simultaneously as demand requires.

Additionally we expect that a great many small bike shops and other sympathetic businesses will buy into our system and begin to dispense and store vehicles once ground rules have been established. Arranging for this is going to take time and the permission in some cases of the NYC DOT and other city agencies, since public space will be involved in some cases. Since there is no advertising issue in this first instance, it should only require administrative action. The participation of parking lots, large restaurants and other appropriate co-factors is also going to be welcomed, and the means to compensate participants hammered out. In fact, during a time of difficult business conditions it is sometimes easier to gain cooperation from others.

The recent City Planning Commission report on bike-share programs, mentions that 16 bikes can be stored in the same street space as a conventional car. Actually, 60 to 90 bikes can be parked in that space if they are folding bikes or have folding handlebars and pedals, thus rendering them into virtually 2-dimensional objects. Advances like this will not be very interesting to a big company that has already invested in its equipment and methods and they will not be motivated to constantly upgrade them, but space here is severely limited, and we cannot afford to ignore these improvements as they occur.

Some think that damage to vehicles is the biggest problem. Even if some users are only charged a nominal sum, those who do not respect the system can still be identified. Abusers of our parking rules (you don't have to take them to a "station" but you do have to follow certain rules to make sure that they are not a burden on anyone), or vehicle destroyers can be blocked from the system. Not letting vandals force the use of overly-heavy components or

locks and expensive security devices is one goal of a program which will test various methods for keeping everything working. Closer ties to the community through the involvement of respected local businesses will help keep these problems to a minimum. The bad guys cannot be allowed to dictate the conditions that we live under, as has too often been the case here.

Everybody knows that, if you are given a prescription for antibiotics, you had better finish the course of treatment or the infection might mutate, gain strength and come back with a vengeance. Swine Flu is spoken of in those terms today. We have an invasion of out-of-scale transportation in our cities and it has now become universally-acknowledged that one cure is the return to human-scale and human-powered transportation. But we need to provide strong enough medicine or the status quo will simply adapt itself by doing the least amount necessary to survive in its current form, and re-establish itself, even stronger. When it comes to cars, we don't have the sniffles, we're in an iron lung. We need strong medicine.

We have nobody to blame but ourselves if we put ourselves into the hands of the pharmaceutical industry, or the automobile industry or the bike rental industry, since they will all find us solutions to our problems which happen to be based upon their current product lines and methodologies. Don't we know that if we take care of everybody, not just ourselves, communicable diseases will have a much harder time establishing themselves?

Since more than 9 out of 10 of our citizens will not venture out onto our roads on a bike this year, we are in the midst of an epidemic of fear and any program which is provided must include an element which gives people the courage to take on the road and their fears. Since car-free parks are the best place to initiate this process, whoever controls the gates will determine the pace at which this transformation takes place. If their focus is only on generating a healthy profit rather than freeing us from the stinking toxicity and palpable danger which saturates our streets, we are in trouble. Only a flood of cyclists on our streets will change anything, and the currently limited program deprives us of the possibility of using the changes that are already occurring to spur still greater changes in the future.

Within the next several weeks the State Senate will likely pass the electric-assist bicycle bill which the Assembly has passed every year of this decade. If the Governor signs it we will be on the verge of a dramatic expansion of our transportation options. Electric-assisted human-powered vehicles can transform our streets, are especially important to those with transportation impediments, the elderly etc. and the ability to access them through a rental system is critical. There is no acknowledgement of this upcoming advance in this proposed contract. Providing yesterday's vehicles, to be operated by yesterday's methods is a tragic failure to see the critical role life-enhancing transportation must play in our future.

Finally, this bid does nothing to reference the City Planning Commission report, published only a few weeks before this bid and its far more ambitious goal of several tens of thousands of bikes. In fact this bid will undermine those plans, maybe even destroy them.

The Parks Department is seeking a concessionaire for the construction, operation and maintenance of 5 bike rental stations at:

1. Central Park – Merchants’ Gate
2. Riverside Park at West 70th Street
3. West Harlem Piers Park
4. Highbridge Park
5. East River Park

Parks will also view favorably proposals that offer a —hop-on, hop-offll service that allows riders to rent a bike in one location and drop it off in another.

Central Park – Merchants’ Gate

Merchants’ Gate is located on the southwest corner of Central Park at the Maine Monument on Columbus Circle. This location has a great deal of foot traffic from tourists entering the park as well as pedestrians going to or coming from the Time Warner Center or entering or exiting the Columbus Circle subway station on the 1, A, C, B, and D lines. In consultation with the Central Park Conservancy (CPC), the concessionaire will be able to rent bicycles from a mobile station or rack in front of Merchants’ Gate. There is limited availability for storage at this location. On-site bike storage must be either at a Parks and CPC approved location within Central Park or, at the concessionaire’s sole cost, at an off-site Facility. Parks will view favorably proposals that include use of off-site storage for the Central Park location.

Riverside Park at West 70th Street

This site has room for a storage unit and station. In addition to Pier I, which attracts locals and tourists for its views of the Hudson River this location is also next to the popular Pier I Café. This site is located directly on the popular Hudson River Greenway, which is a continuous bike path that runs from Battery Park on Manhattan Island’s southern tip to Dyckman Street in the Inwood section of northern Manhattan. In addition to the Pier I Café, the popular 79th Street Boat Basin and Rotunda are just nine blocks north of the site. This site is also accessible from the 72nd Street and Broadway subway stop for the 1, 2, and 3 lines. 5

West Harlem Piers Park

This is a new park located on the northern portion of the Hudson River Greenway and serves as a link between Washington Heights' parks and the Upper West Side. This site has room for a storage unit and bike rental station at the end of West 135th Street. The completion of the Harlem Piers on the Hudson River represents a new revitalization for the Harlem Community. This site is also close to a group of popular new restaurants and the famous Fairway Market, which draws visitors from all over Manhattan and The Bronx. The site is accessible from the 125th Street subway stop on the 1 line.

Highbridge Park

This location is at the corner of Fort George Hill and Dyckman Street in the Inwood Section of northern Manhattan. This site has access, via a designated bike lane on Dyckman Street, to both the Harlem River Greenway and Hudson River Greenway. This site is near the trail head for Manhattan's only mountain biking trails. Parks will view favorably proposals that seek to utilize Highbridge Park's extensive network of trails by having mountain bike rentals available. This location is also next door to the Dyckman Street subway station on the 1 line. A map of the mountain biking trails in Highbridge Park is available on the Parks Website at:

http://www.nycgovparks.org/sub_things_to_do/facilities/bicycling_greenways/images/highbridge-trail-map.pdf.

In addition, Parks is in the process of reopening the High Bridge, which connects Manhattan to The Bronx and is part of the old Croton Aqueduct system. The opening of the bridge will give members of communities in The Bronx access to Highbridge Park and both the Hudson and Harlem River Greenways.

East River Park

East River Park, which runs from 14th Street to Jackson Street – just south of the Williamsburg Bridge, is in the midst of constructing a new esplanade on the East River that will help to connect the Harlem River Greenway to the southern end of Manhattan. Scheduled completion for the project is 2010. The proposed site for the bike rental station and storage unit is on the current Greenway route, between the 6th Street and 10th Street pedestrian bridges. East River Park is heavily used for active recreation as it has several ballfields for soccer and baseball along with a number of tennis courts. With the completion of the esplanade, this location stands to serve as the bike connection between northern and southern Manhattan in on the East side, the same way that Hudson River Park serves that purpose on the West side.

B. CURRENT BIKE RENTALS

Parks currently has two bike rental concessions operating on parkland, one in Central Park that is part of the Loeb Boathouse concession and a boat and bike rental concession at Flushing Meadows-Corona Park that is part of the Meadow Lake Boathouse in Queens.

Below is available, relevant information for each concession:

Central Park, Loeb Boathouse:

Rental Prices:

Cruisers: \$9 per hour, each additional hour is \$5, and for 5+ hours the fee is \$45

Tandem: \$20 per hour, each additional hour is \$5, and for 5+ hours the fee is \$45

21 Speed: \$15 per hour, each additional hour is \$10, and for 5+ hours the fee is \$65

Kids Bike: \$6 per hour, each additional hour is \$3, and for 5+ hours the fee is \$25

Trailer: \$6 per hour, each additional hour is \$3, and for 5+ hours the fee is \$25

Flushing Meadow-Corona Park, Meadow Lake Boathouse:

Rental Prices:

Cruisers: \$10 for first hour; \$5 for each additional 30 minutes*

*Note that only cruisers are available for rental at the Meadow Lake Boathouse location.

A. OPERATIONS AND MAINTENANCE PLANS

Parks is seeking a concessionaire for the construction, operation and maintenance of five (5) bike rental stations at Central Park – Merchants’ Gate, Riverside Park, West Harlem Piers Park, Highbridge Park, and East River Park.

Operational Plans

Proposers should submit a detailed operational plan for each licensed premises. This plan should include, but is not limited to hours of operation, a detailed list of all proposed fees and prices, bicycle fleet maintenance and replacement plan, and maintenance schedule. Prices and hours of operation are subject to Parks’ approval.

The concessionaire will be required to have all five (5) bike rental locations operational by the start of year four of the license term. In addition, the concessionaire will be required to implement the bike rental locations according to the following schedule:

At the start of Year 1: Central Park – Merchants’ Gate and Riverside Park

Start of Year 2: One (1) of the remaining 3 locations

Start of Year 3: One (1) of the remaining 2 locations

Start of Year 4: Fifth and final location

For example: In year one (1) the Central Park – Merchants’ Gate and Riverside Park locations will be operational, at the start of operating year two (2) the Highbridge Park location will be operational, at the start of operating year three (3) the East River Park location will be operational and, finally, at the start of year four (4) the West Harlem Piers Park location will be operational. Parks will view favorably proposers that have all five locations operational in a shorter amount of time than required by the above schedule.

Parks will also view favorably proposals that offer a —hop-on, hop-offll service that allows riders to rent a bike in one location and drop it off in another.

Food & Beverage Sales

With Parks prior written approval the concessionaire may also sell pre-packaged food and beverage items such as energy drinks, bottled water, soda, energy bars and other related pre-packaged food items. No food may be prepared on site. All prices for food items are subject to Parks' prior written approval. The concessionaire will not be permitted to sell food or beverage at the Central Park location.

Food and beverages may be stored in a small refrigerator or cooler, the size and design of which is subject to Parks prior written approval.

Customer Service

Parks expects the concessionaire to create and maintain a high-quality amenity for the public. Parks encourages proposers to implement customer service mechanisms that will enhance and maintain the satisfaction of patrons. These mechanisms should be outlined in each proposal.

Safety

Since safety is of the utmost concern, proposers with prior experience in operating these types of facilities should submit the safety record(s) for its business. Each proposal should include a detailed outline of maintenance schedules and safety precautions required for the operation of the concession, and staff qualifications and certification (if applicable). Proposers should also provide a description of other similar facilities (including locations) they have operated or are currently operating as well as a list of at three (3) references.

The concessionaire will be required to comply will all national safety guidelines and Federal, State and City laws, rules and regulations related to the operation, and maintenance of a bike rental Facilities.

The concessionaire will be required to provide a helmet for all riders.

Storage

Parks makes no representations that there is adequate storage space at any of the locations. The concessionaire shall be responsible for, at its sole cost and expense, obtaining any additional storage space required for the operation of the concession, whether through the placement of storage containers on the premises or acquiring off-premises storage space. The placement of any storage containers or facilities on parkland is subject to Parks' and the CPC's (at the Merchants' Gate location) prior written approval

ADA Compliance

The concessionaire shall be required to comply with Americans with Disabilities Act (—ADA) accessibility guidelines, including, but not limited to, providing ADA signage,

providing ADA compliant sales and service counters to ensure ADA-compliance. The concessionaire may also be required to provide additional accessibility features, which may include, but are not limited to, installing ramps.

The concessionaire shall comply with all New York City, State and Federal requirements to provide safe and accessible recreational opportunities for everyone, including persons with disabilities. The concessionaire is encouraged to exceed accessibility requirements whenever possible, and not simply provide the minimum level required. Parks will look favorably upon proposals that include —handy-cyclesll and/or other cycling units that are adaptable to those with disabilities.

B. CAPITAL IMPROVEMENTS

Parks anticipates some capital investment from the proposer. All costs associated with the construction, installation and operation of the Facilities will be paid for by the concessionaire. Parks expects that the capital investment for this concession will include, but not be limited to, the following:

Construction and installation of storage units

Construction and installation of rental units, bike racks or stations

The concessionaire will be responsible for all costs associated with the renovation, operation and maintenance of the Facilities. Parks will view favorably proposals that include —green buildingll design elements, and Parks encourages the use of environmentally friendly products for all repairs and capital improvements.

4. The concessionaire will be required to have all five (5) bike rental locations operational by the start of year four of the license term. In addition, the concessionaire will be required to implement the bike rental locations according to the following schedule:

At the start of Year 1: Central Park – Merchants’ Gate and Riverside Park

Start of Year 2: One (1) of the remaining 3 locations

Start of Year 3: One (1) of the remaining 2 locations

Start of Year 4: Fifth and final location

5. The concessionaire will be required to submit a security deposit of 25% of the highest year’s guaranteed minimum license fee, which will be required for the duration of the term. This security deposit, in the form of a cash deposit or interest bearing account, will be due upon signing.

6. The concessionaire will be required to carry **Commercial General Liability insurance in the amount of \$1,000,000, Employer's Liability in the amount of \$1,000,000, Property Damage insurance in the amount of \$1,000,000, and statutory limits of Worker's Compensation and Disability Insurance.** All policies other than Employer's Liability, Worker's Compensation and Disability must name the City of New York, the New York City Department of Parks & Recreation, and the Central Park Conservancy as an additional insured. **Fire and extended coverage equal to the replacement value of the structures will also be required, with the City of New York named as sole insured.** Proposers are on notice that the City may require higher liability limits if, in the opinion of the City's Risk Manager, the proposed program warrants it.

26. The concessionaire will be required to retain a professional New York State-licensed engineer or registered architect for design and filings of proposed capital work and to oversee the entire construction project. This supervising architect or engineer will be required to ensure that all construction conforms to the plans approved by Parks' Design Division. Proposers are required to submit the Engineer or Architect's qualifications to Parks for approval.

1. All proposers must submit a proposal that includes a fee offer.

2. All proposers are required to submit as a proposal deposit a **certified bank check, official bank check, or cashier's check in the amount of \$5,000** with the proposal (payable to NYC Parks & Recreation). Personal or business checks will not be accepted. In the event of the failure of a successful proposer to execute a concession agreement in accordance with the terms of its proposal, the deposit shall be retained by the City unless the proposal has been permitted to be withdrawn. Proposal deposits will be returned to unsuccessful proposers after the concession agreement is signed with the successful proposer.

C. PROPOSAL CONTENT GUIDELINES

Each proposal is expected to include the following:

1. Operating Experience

Proposers should submit a resume or detailed description of the proposer's professional qualifications, demonstrating extensive experience in the industry, including any work with City agencies, or access to individuals and/or firms with such expertise. Include the names and addresses of all corporate officers of the entity submitting the proposal.

Proposers should attach a list of at least three (3) recent relevant references, with whom the proposer has previously worked and/or who can describe such matters as the proposer's financial, operational and construction capability. Include the name of the referenced entity, a description of the nature of the listed reference's experience with the proposer and the name, title, address, and telephone number of a contact person at the reference entity.

2. Fee Offer

The fee offer should state the highest sum each proposer is prepared to pay as a license fee, expressed as a guaranteed annual minimum fee versus a percentage of gross receipts, whichever is greater. The City urges that there be an escalation of at least five percent (5%) per year (compounded annually) in the guaranteed minimum fee over the license term.

3. Proposed Capital Investment and Design

Proposers should submit a detailed timetable describing all design and capital work. This timetable should clearly outline all intended improvements, the projected cost of these improvements, and the anticipated commencement and completion dates of these improvements.

Proposers should submit a plan describing the extent to which proposed capital improvements will take into account environmental considerations.

Proposers should submit designs of the exterior and interior of the building (if applicable), including dimensions. All final designs of the successful proposer must be approved by Parks and other pertinent agencies before construction can commence.

4. Planned Operations

Proposers should submit a detailed operational plan for each location, including but not limited to, hours of operation, maintenance plans, prices, horticultural plan, any plans to install energy efficient appliances that have the Energy Star seal of approval and/or water conserving appliances, any plans to use —Green Seal or other environmentally friendly products, methods or devices, plans for deliveries and rubbish removal, and a cleaning schedule. All operational plans, including delivery schedules, rubbish removal schedules, horticultural plans, prices (and subsequent increases), maintenance plans, and hours of operation are subject to Parks' approval. Proposers should also submit a proposed menu and list of merchandise to be sold. All food and beverage items, merchandise, and prices are subject to Parks' approval.

Proposers should submit an estimated number of full-time and seasonal employees and the respective positions these employees will fill.

Parks is charged with improving customer satisfaction with the services provided at facilities on parkland. Therefore, Parks would like proposers to explain in their submissions the mechanisms they would use to measure customer satisfaction with the services offered by this concession. Such mechanisms might include customer evaluations or survey forms. Further, Parks would like proposers to explain how they would improve the quality of services offered if the above mechanisms indicate a need to do so.

Proposers should include a comprehensive pro-forma income and expense projection for each year of operation. This pro-forma projection should include explanations for all the assumptions used in its formulation.

Parks will view favorably proposers that have all five locations operational in a shorter amount of time than required. In addition, Parks will view favorably proposals that will seek to establish a continuous —hop-on, hop-offll bike service. Parks will also view favorably proposals that include —green buildingll design elements, and Parks encourages the use of environmentally friendly products for all repairs and capital improvements. Parks will look favorably upon proposals that include —handcyclesll and/or other cycling units that are adaptable to those with disabilities. Parks will view favorably proposals that seek to utilize Highbridge Park’s extensive network of trails by having mountain bike rentals available at that bike rental location. Parks will view favorably proposals that use off-site storage for the Central Park location. Finally, Parks will view favorably proposals that include a plan to also alert customers of Parks biking rules either verbally or in writing on a separate hand-out when the bike(s) are rented.

5. Financial Capability

Proposers should include a financial statement or statements prepared in accordance with standard accounting procedures. Financial statements should include, but are not limited to, annual income and net worth (assets and liabilities), including a breakdown of liquid and non-liquid assets. Proposers should include supporting documentation of their financial worth, including but not limited to Certified Financial Statements, Balance Sheets and Income Statements and tax returns (corporate or personal) from the past three (3) years. Proposers should identify the intended source of all funds proposed to be invested in the Facilities.

IV. EVALUATION AND SELECTION PROCEDURES

Proposals will be evaluated by a selection committee composed of Parks & Recreation employees, in accordance with procedures established by the Franchise and Concession Review Committee, based on the criteria listed below. The concession will be awarded to the proposer whose submission the selection committee judges best overall based on these criteria.

A. PROPOSAL EVALUATION CRITERIA

In evaluating proposals, Parks & Recreation will use the following criteria:

- Operating experience in the field, including experience as a City concessionaire, if applicable (25%)
- Fee offer (20%)
- Proposed capital investment and designs submitted (20%)
- Planned operations, including intended use of the Facilities and maintenance, quality and affordability of concession (20%)
- Financial capability (15%)

B. EVALUATION PROCEDURES

Parks will only consider proposals that meet satisfactory levels of the above criteria. The City is not required to accept the proposal that includes the highest fee offer. Parks' acceptance of a proposal does not imply that every element of that proposal has been accepted.