



## REQUEST FOR PROPOSALS

### For the Operation of Food and Beverage, Special Events, and Retail Services in the Boston Harbor Islands National and State Park

#### A Rare and Unique Opportunity

Boston Harbor Now, the non-profit partner of the Boston Harbor Islands National and State Park, seeks an entrepreneurial restaurateur, caterer, restaurant group or franchisee to

- 1) Operate two existing seasonal café restaurants and a special events business on Georges and Spectacle Islands in Boston Harbor;  
  
with two additional allowed options for:
  - 2) retail merchandise sales on Georges and Spectacle Islands; and
  - 3) launching and operating a new café restaurant, retail merchandise, and special events business at the Boston Harbor Islands Welcome Center on the Rose Fitzgerald Kennedy Greenway in Downtown Boston.

<b>ISSUE DATE:</b>	Wednesday, February 1, 2017
<b>INFORMATION SESSION &amp; MANDATORY SITE VISIT:</b>	Friday February 10, 2017 9:00AM to 12:30PM, RAIN OR SHINE Meet at Welcome Center on the Greenway 191W Atlantic Avenue, Boston. Transportation provided to Georges and Spectacle Islands departing 9:45 returning 12:30 Contact <a href="mailto:pgriffiths@bostonharbornow.org">pgriffiths@bostonharbornow.org</a> for information
<b>QUESTIONS:</b>	Questions due by 5:00PM Tuesday, February 14. Responses will be posted to the Boston Harbor Now website on Thursday February 16, 2017
<b>PROPOSAL DUE DATE:</b>	Wednesday March 1, 2017 – 4:00PM EST
<b>INTERVIEWS:</b>	Tuesday, March 7, 2017



### Summary of Business Opportunity

#### 1) Required Services and Locations

Required Services	Location
Operate and Manage Daily Food and Beverage Service	Georges and Spectacle Islands
Special Events Management and Catering	Georges and Spectacle Islands

#### 2) Optional Authorized but not Required Services and Locations

Optional Services	Location
Launch, Operate and Manage NEW Daily Food and Beverage Service	Welcome Center on Rose Fitzgerald Kennedy Greenway
Retail Sales	Welcome Center on Rose Fitzgerald Kennedy Greenway
Retail Sales	Georges and Spectacle Islands

#### 3) Gross Revenues from Georges and Spectacle Island Services 2014-2016

	Vendor Gross Revenues 2014-2016 Georges and Spectacle Islands			
	Cafes	Special Events	Retail Sales	Total
<b>3-year average</b>	<b>\$286,275</b>	<b>\$383,804</b>	<b>\$33,906</b>	<b>\$703,985</b>
<b>2016</b>	<b>\$270,642</b>	<b>\$414,542</b>	<b>\$31,191</b>	<b>\$716,375</b>
<b>2015</b>	<b>\$280,088</b>	<b>\$385,246</b>	<b>\$34,544</b>	<b>\$699,878</b>
<b>2014</b>	<b>\$308,095</b>	<b>\$351,623</b>	<b>\$35,983</b>	<b>\$695,701</b>

#### 4) Term of Contract

Boston Harbor Now is seeking a vendor for a minimum of **three (3) years with an option at the discretion of Boston Harbor Now for an additional two (2) years for a potential of five (5) total years.** At any time after the first season (2017), Boston Harbor Now reserves the right at our discretion and with concurrence of NPS and DCR to renegotiate an extension for all or some components of the contracted services for up to a total period of ten (10) years.



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**Attachments can be found on the Boston Harbor Now website at:**

**[www.bostonharbornow.org/current-rfps](http://www.bostonharbornow.org/current-rfps)**

ATTACHMENT A	MAP OF THE BOSTON HARBOR ISLANDS NATIONAL PARK AREA
ATTACHMENT B	2016 SPECIAL EVENT PARK IMPROVEMENT FEES
ATTACHMENT C	2017 PUBLIC FERRY SCHEDULE
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## 1.0 PART ONE – A RARE AND UNIQUE OPPORTUNITY

### 1.1 Summary of the Request for Proposals

A visit to the Boston Harbor Islands is an iconic Boston experience. Boston Harbor Now, the non-profit partner of the Boston Harbor Islands National and State Park, seeks an entrepreneurial restaurateur, caterer, restaurant group or franchisee to operate two existing seasonal café restaurants and a special events business on Georges and Spectacle Islands in Boston Harbor, and to launch a new café restaurant, retail sales and special events business in the heart of downtown Boston at the Boston Harbor Islands Welcome Center on the Greenway.

This request offers not only a rare and unique business opportunity, but a chance to align your business with the global brand of the National Park Service (NPS), to partner with the Massachusetts Department of Conservation and Recreation (DCR) to provide a first-class visitor experience on the Boston Harbor Islands, and to help Boston Harbor Now raise funds to help enhance, protect and expand public access to the remarkable resources of Boston Harbor and the Harbor Islands.

The primary service requested of the vendor is operating and managing in partnership with Boston Harbor Now and DCR the successful and profitable seasonal café restaurant and special event catering functions on Spectacle Island and Georges Island. ***Over the past five years the café and special events concession on Georges and Spectacle Islands generated an average of \$670,000 in gross revenues*** (\$286,000 from the café restaurants and \$384,000 from special events). As an allowed addition, the selected vendor will also have an opportunity to sell retail merchandise such as Boston Harbor Islands branded clothing, beach accessories on the waterfront at Spectacle Island, and history books and collectibles in the gift shop at Fort Warren on Georges Island.

In addition, we are seeking a partner to work with Boston Harbor Now and NPS to design, launch and operate a new café restaurant, special event business and retail outlet at the Boston Harbor Islands Welcome Center on the Rose Fitzgerald Kennedy Greenway at 191 W Atlantic Avenue in downtown Boston. The Boston Harbor Islands Welcome Center is at the heart of Boston's Downtown Waterfront District and at the center of the City's most popular tourist attractions. Adjacent to the Greenway Carousel, Faneuil Hall, the North End, Christopher Columbus Park, Long Wharf and the New England Aquarium, millions of visitors pass by the Welcome Center. Unlike on Georges and Spectacle Island, where Boston Harbor Now and the DCR have years of experience providing a café restaurant and special events, there is no track record of activation of the Welcome Center as a great public space at a scale commensurate with its potential given its great location at the heart of tourist Boston. We are seeking a vendor to help Boston Harbor Now and the NPS, in partnership with the Rose Kennedy Greenway Conservancy (the Greenway Conservancy), bring new life to this wonderful public space. ***This is a unique opportunity to launch a signature business at the only permanent structure along Boston's Rose Fitzgerald Kennedy Greenway.***



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Boston Harbor Now, DCR and the NPS are committed to a partnership that provides an attractive business opportunity to a vendor who will make high-quality food service available for park visitors, provide memorable special events in the spectacular settings of the Park, offer quality Park themed merchandise for sale, and generate revenues for re-investment in the Park. The selected vendor will be the preferred vendor for all permitted special events on Georges and Spectacle Islands and at the Welcome Center, and Boston Harbor Now will refer all requests for special events to the selected vendor and will assist the vendor in planning and permitting special and public events.

Boston Harbor Now's preference is to find one vendor to provide all the requested services to ensure a consistent level of quality and to maximize operational efficiency and coordination. Our highest priority is to procure a vendor to operate the café restaurants and special events business on Georges and Spectacle Islands, so we will consider proposals for this service only. Proposals that address only the new program at the Welcome Center on the Greenway but not the services on Georges and Spectacle Islands will not be considered.

Boston Harbor Now is the non-profit partner of the Park. In this capacity, Boston Harbor Now supports the Park owners and managers through various activities including procurement and management of vendors, business development and services, and marketing of the Park. Boston Harbor Now is authorized to procure and manage vendor services on Georges and Spectacle Island under the terms of a Memorandum of Agreement with the DCR, and is authorized to procure and manage vendor services at the Welcome Center on the Greenway under the terms of a Cooperative Agreement with the NPS.

## **1.2 Background – The Boston Harbor Islands National and State Park**

The Boston Harbor Islands National and State Park, a State Park since the 1970s and a unit of the National Park Service since 1996, encompasses 34 islands and peninsulas in Boston Harbor. The Park is one of only 409 National Park Service units nationwide, and one of the few in the heart of a major urban area. The Park is the largest open space in Boston, providing over 1600-acres of recreational, historic, and educational opportunities. Many locations in the Park are open year-round, but public ferry service, visitor amenities and programming on the most visited islands are offered seasonally from mid-May to mid-October (Columbus Day).

A map of the Park is included as Attachment A. Additional information describing the park and the variety of experiences and attractions on offer can be found at [www.bostonharborislands.org](http://www.bostonharborislands.org)

The Boston Harbor Islands are a unique recreational opportunity, as it is located within range of public transportation in Boston, and yet allows visitors to experience a remote environment that also includes an area of designated wilderness. Many other beach locations exist nearby but none of them have the same remote nature coupled with the level of public accessibility. This means that the Harbor Islands are a destination location and visitors who come have typically chosen it from among many options.

Georges Island is a 53-acre island just 7 miles from downtown Boston – an approximately 45-minute ferry ride for visitors. Home of historic Fort Warren, a Civil War-era fort known for its graceful granite archways and reputed ghost, the Lady in Black. The fort and its grassy parade ground are a popular place for a scenic low-stress walk. Take a ranger-guided tour or visit the new museum with exhibits about the



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history of the fort. Enjoy a picnic under the shade of a tree. Get exceptional views of the surrounding islands and Boston Light from the ramparts and towers. Georges Island is a frequent stop for the island ferries and provides a jumping-off point for other islands. Georges Island opens upon the first ferry arrival in May and closes on Columbus Day each year.

Spectacle Island is a 114-acre island just 4 miles and a 20-minute ferry ride from downtown. Spectacle Island is ideal for hiking, swimming, boating, and learning. Stop in at a “green” visitor center with exhibits about the history and evolution of the island. Go swimming on a sandy beach (one of the few on the islands) supervised by trained lifeguards in the summer. Take in panoramic views of the harbor and city from the tallest hill on the Boston Harbor Islands. The marina makes it a popular destination for boaters. Spectacle Island opens upon arrival of the first ferry in May and closes on Columbus Day each year.

Public ferry service to the Islands from mid-May to mid-October operates primarily out of Long Wharf in downtown Boston, from where about 90% of island visitors initiate their visit, and from the Hingham Shipyard. DCR in coordination with the MBTA and Boston Harbor Cruises expects to be operating from a new ferry center at the Hingham Gateway in 2017 which we anticipate will continue to grow visitation originating from Hingham. Private boaters and charter tours from locations throughout Boston Harbor also visit the islands throughout the summer. Georges Island and Spectacle Island are the most frequently visited islands in the Park, with an estimated total of 125,000 visitors in 2016. The Spectacle Island Marina was closed throughout 2016, but is expected to re-open in 2017.

Visitation peaks sharply in July and August, with August generally being the busiest month of the year. More than 80% of park visitation occurs in the period from mid-June until the beginning of September. Weather events influence visitation levels to the island. The minimum required operating schedule for the island cafes reflects this usage, with shorter required hours during spring and fall shoulder seasons.

Georges and Spectacle Islands are the only locations where daily food service is available for visitors and where there are established infrastructure and necessary park operations staff and resources to regularly host special events. Boston Harbor Now, DCR and NPS are working to expand daily food service and to facilitate more frequent special events on Peddocks Island, including weddings at the recently renovated chapel, but additional investments are required to bring this opportunity to scale. The vendors selected to provide services on Georges and Spectacle Islands will not have any contractual rights or responsibilities with regards to Peddocks Island, but with the partnership and operational experience gained on Georges and Spectacle Islands the selected vendor will be well placed to take advantage of the growing interest for events on Peddocks Island, and Boston Harbor Now will present these opportunities to the selected vendor as they arise.

Envisioned as the mainland Gateway to the Park, the Harbor Islands Welcome Center on the Greenway opened in 2012. At the time, planners did not know how the Greenway would develop and how the facility would be utilized by the public. Through 2016, the Welcome Center was staffed during the times when public ferries operate (mid-May to mid-October) by park rangers and volunteers providing information about the park and helping visitors plan their trips. Occasionally public programming was offered at the Welcome Center. Since the Welcome Center opened, Downtown Boston and the Greenway have changed dramatically, and there are now annually millions of people passing along the Greenway, and passing across the Greenway between Faneuil Hall and the New England Aquarium and North End and passing right by the Boston Harbor Islands Welcome Center.





### **1.3 Term of Contract**

Boston Harbor Now is seeking a vendor for a minimum of three (3) years with an option at the discretion of Boston Harbor Now for an additional two (2) years for a potential of five (5) total years. At any time after the first season (2017), at Boston Harbor Now's discretion and with the concurrence of the DCR for the services on Georges Island and Spectacle Island and the concurrence of the NPS for the services at the Welcome Center on the Greenway, Boston Harbor Now reserves the right to renegotiate an extension of the terms of service for one or both of the services for up to a total period of ten (10) years.

### **1.4 Marketing Partnership**

Boston Harbor Now expects that the selected vendor will develop and implement a robust marketing plan to attract visitors to the Islands and the café restaurants and to generate special events clients, complementing the marketing efforts of Boston Harbor Now and its partners and other vendors. All materials promoting the café restaurants and special events on the Islands and at the Welcome Center must be approved by Boston Harbor Now prior to circulation and whenever possible should recognize and acknowledge Boston Harbor Now, DCR and NPS. Use of the Boston Harbor Islands National and State Park logo, the National Park Service emblem, the DCR emblem, or the City of Boston emblem in any promotional material or on site is allowed only with the prior express written permission of Boston Harbor Now.

BOSTON HARBOR NOW will view favorably proposals that demonstrate an awareness that the café restaurants and special events are an integral part of the visitor experience in the Park and that demonstrate a commitment to support Park managers and the Park community. Boston Harbor Now will require that the vendor share with us contact information for groups holding private events and individuals purchasing tickets for public events for future marketing purposes.

### **1.5 Financial Structure and Past Vendor Financial History 2014-2016**

In order to allow proposers the flexibility to develop a creative product offering and service level, no specific financial structure is required for this opportunity. Instead, Boston Harbor Now invites and expects proposers to submit a financial proposal appropriate for the successful and profitable operation of the services requested and that includes a financial contribution to the Park through Boston Harbor Now, either in the form of a fixed payment, or a revenue share, or both. Proposals which do not include any contributions to the Park through Boston Harbor Now will not be considered.

Over the past three years the revenue share generated for Boston Harbor Now has averaged \$47,470. This business opportunity has potential for significant revenue growth in future years, and Boston Harbor Now expects that the selected vendor will propose a financial structure that will generate increased revenues over time for Boston Harbor Now.

Table 1 on the next page shows total gross revenues from the café restaurants, special events, and retail merchandise sales on Georges and Spectacle Islands, and the corresponding contributions to the Park



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for each of the last three years 2014-2016, and the average over the three years. Table 2 below shows total revenues by month in 2016 (May to October) for the cafes and special events.

For all special events permitted on Georges and Spectacle Islands, the vendor will collect a Park Improvement Fee for use of the site per a price schedule established annually by Boston Harbor Now and approved by the DCR. The list of Park Improvement Fees for 2016 is included as attachment B. These Park Improvement Fees are held by Boston Harbor Now in trust for the DCR for investment in visitor amenities and services on the DCR managed Harbor Islands.

As with special events on the Islands, for any special events permitted at the Welcome Center, the vendor will charge and collect a fee for use of the site according to a price schedule established annually by Boston Harbor Now and approved by the NPS. These fees will pass through the vendor to Boston Harbor Now where they will be used to invest in visitor amenities and services throughout the Park and to expand affordable public access to the Park.

**Table 1**      **Gross Revenues and Contributions to the Park from Cafés, Special Events and Retail Merchandise Sales on Georges and Spectacle Islands, 2014-2016**

	Vendor Gross Revenues Georges and Spectacle Islands				Contributions to the Park	
	Cafes	Special Events	Retail Sales	Total	BHN Revenue Share	Site Rental Fees
<b>3-year average</b>	<b>\$286,275</b>	<b>\$383,804</b>	<b>\$33,906</b>	<b>\$703,985</b>	<b>\$47,470</b>	<b>\$33,008</b>
<b>2016</b>	<b>\$270,642</b>	<b>\$414,542</b>	<b>\$31,191</b>	<b>\$716,375</b>	<b>\$47,978</b>	<b>\$28,545</b>
<b>2015</b>	<b>\$280,088</b>	<b>\$385,246</b>	<b>\$34,544</b>	<b>\$699,878</b>	<b>\$49,845</b>	<b>\$38,225</b>
<b>2014</b>	<b>\$308,095</b>	<b>\$351,623</b>	<b>\$35,983</b>	<b>\$695,701</b>	<b>\$44,588</b>	<b>\$32,253</b>



**Table 2      Gross Revenues by Month from Café Restaurant and Special Events on Georges and Spectacle Islands, May to October 2016**

<b>Month</b>	<b>Café Revenue</b>	<b>Special Events Revenue</b>	<b>Total Revenue</b>	<b>% of Total</b>
<b>May 2016</b>	<b>\$ 13,904</b>	<b>\$ 26,032</b>	<b>\$ 39,936</b>	<b>6%</b>
<b>June 2016</b>	<b>\$ 41,956</b>	<b>\$ 32,539</b>	<b>\$ 74,495</b>	<b>11%</b>
<b>July 2016</b>	<b>\$ 99,215</b>	<b>\$ 173,241</b>	<b>\$ 272,456</b>	<b>40%</b>
<b>August 2016</b>	<b>\$ 89,396</b>	<b>\$ 124,947</b>	<b>\$ 214,343</b>	<b>31%</b>
<b>September 2016</b>	<b>\$ 23,153</b>	<b>\$ 57,783</b>	<b>\$ 80,936</b>	<b>12%</b>
<b>October 2016</b>	<b>\$ 3,019</b>	<b>\$ 0</b>	<b>\$ 3,019</b>	
<b>2016 Total</b>	<b>\$ 270,642</b>	<b>\$ 414,542</b>	<b>\$ 685,185</b>	



## **PART 2 - Services on Georges and Spectacle Islands**

### **2.1 Background and Summary of Requested Services**

Georges Island and Spectacle Island are the two most frequently visited Harbor Islands. Served by public ferries mid-May to mid-October, and by private boaters and charter services throughout the summer, Georges Island receives about 85,000 visitors each season and Spectacle Island about 40,000. Georges Island is approximately 45 minutes by ferry from Long Wharf in downtown Boston and only 25 minutes from Hingham. Georges Island is home to Fort Warren, a National Historic Landmark, and offers scenic walks and shaded picnic areas, and serves as the jumping off point for visiting many of the smaller islands in the Harbor. Spectacle Island is only 25 minutes from Downtown Boston by ferry, and offers a sandy beach for swimming, 5 miles of hiking trails, and spectacular views from the highest point in the Harbor. The Spectacle Island Marina, a popular destination for private boaters, will be open again in 2017 after recent repairs.

#### **1) Required Services and Locations**

<b>Required Services</b>	<b>Location</b>
<b>Operate and Manage Daily Food and Beverage Service</b>	<b>Georges and Spectacle Islands</b>
<b>Special Events Management and Catering</b>	<b>Georges and Spectacle Islands</b>

#### **2) Optional Authorized but not Required Services and Locations**

<b>Optional Services</b>	<b>Location</b>
Launch, Operate and Manage NEW Daily Food and Beverage Service	Welcome Center on Rose Fitzgerald Kennedy Greenway
Retail Sales	Welcome Center on Rose Fitzgerald Kennedy Greenway
<b>Retail Sales</b>	<b>Georges and Spectacle Islands</b>

For the seasonal cafes on each island, the operator will be expected to provide high quality, fresh, healthy, family-friendly and attractive food choices with a menu compatible with the available kitchen facilities, and to provide a fast and convenient service to the public. Respondents are encouraged to propose creative approaches to menu design and pricing and will be expected to implement customer service mechanisms that will enhance and maintain the satisfaction of patrons. These mechanisms should be outlined in detail in each proposal. Over the past three years, the café restaurant business has averaged \$286,000 in gross revenues.

***Georges Island visitors enjoy a late afternoon snack while looking back towards the Boston skyline***



The special events business is expected to include both events open to the public, such as the very successful summer evening clambakes on Spectacle Island, and to provide memorable corporate or family events such as weddings, at a variety of cost ranges. Boston Harbor Now and DCR welcome high-end corporate or private events as they can help generate revenues for the Park, but also want to see the vendor offer events accessible to families or non-profit organizations who wish to have a memorable experience in their public park. Over the past five years the special events business has generated on average \$384,000 in gross revenues.

***A special event on the porch of the Spectacle Island Visitor Center***





Proposers are invited to include in their proposals the sales of retail merchandise, such as Boston Harbor Islands branded clothing, beach accessories on the waterfront at Spectacle Island, and history books and collectibles on Georges Island. There is a small gift shop in the Visitor Center on Georges Island but there is no dedicated space on Spectacle Island for retail sales. Proposers are encouraged to think about how they can use push carts around the island to offer both retail merchandise and food and beverage. In past years, a retail merchandise concession was operated by a separate vendor from the café restaurant and special events operator. A retail merchandise component is an optional component of the proposal and is the lowest priority for Boston Harbor Now. However, we believe that for a vendor already on-site operating the café restaurant business the inclusion of retail merchandise sales represents a potentially lucrative additional revenue stream. Retail sales generated an average of \$34,000 in total revenues over the last three years.

All plans, schedules, services, menu items, prices and fees, marketing materials, hours of operation and retail merchandise offered for sale are subject to Boston Harbor Now's prior written approval.

## **2.2 Transportation of staff, equipment and supplies**

**The selected vendor will be responsible for procuring and paying for all transportation for staff, equipment and supplies for their operations on the Islands. Operating a café and special events business on the Harbor Islands is a unique challenge, and a well thought out and managed transportation plan is fundamental to the success of this operation.** The DCR will help manage and receive large deliveries by barge to the Islands, but all arrangements are the responsibility of the selected vendor. Past vendors have worked with Acushnet Marine in Hull Massachusetts and Boston Harbor Cruises for barging and ferry transport of equipment, supplies and staff. Proposers should be in contact with barge and ferry operators in advance of submitting proposals.

For 2017 through 2019, the public ferries serving the Islands are operated by Boston Harbor Cruises, under contract to Boston Harbor Now. Under the contract, vendor staff while on duty will be provided free transportation to and from Georges and Spectacle Islands from Long Wharf in Boston on the public ferries. The selected vendor will also work in cooperation with the contracted provider of the public ferry service (currently Boston Harbor Cruises) to develop, sell and market public special events as described in this RFP.

## **2.3 Annual and 2017 Park Season and Operations Calendar**

In 2017 the Park will open for the spring season on Saturday, May 13. The summer season will begin on Friday June 23, 2017 and last through Labor Day, September 4, 2017. The fall season will run from Tuesday, September 5 through Columbus Day, Monday, October 9, 2017.

The daily food concession service begins with the opening of the Park in mid-May and continues through Columbus Day. From Park opening in mid-May through Memorial Day, the cafes are expected to be open at a minimum on weekends and holidays. From Memorial Day through Labor Day, the concessions on Georges and Spectacle Islands are expected to be open daily. After Labor Day and through Columbus Day the vendor is expected to open the concession at a minimum on weekends and holidays.



The change from spring to summer season and from summer to fall season is important for the vendor because there is an expanded ferry schedule including earlier departures and later returns during the peak summer season. The complete ferry schedule for 2017 is included as Attachment C.

Boston Harbor Now and DCR staff will work closely with the selected vendor to help plan and manage for the transport of goods and equipment needed to run the concessions on each island, but the vendor is expected to be self-sufficient and provide adequate staff and equipment necessary for managing the movement of all equipment and supplies to and from the Island, including on-Island from ferries or barges to the food concession and storage shed. DCR or Boston Harbor Now staff are not assigned daily to assist the vendor with moving equipment, supplies or trash. There is a DCR caretaker on site 24-7 and maintenance staff on the island when needed, and the vendor is expected to follow their direction when on Island with regards to moving equipment and supplies or storage.

#### **2.4 DCR Management of Georges and Spectacle Islands**

Georges Island and all its facilities are owned and managed by the DCR. Spectacle Island all its facilities are owned jointly by the City of Boston and the DCR, and managed by the DCR. Boston Harbor Now supports the DCR's operations on the Islands through various activities including procurement and management of vendors. The selected vendor will be under contract to Boston Harbor Now to provide services, but as the property owner and manager, DCR has ultimate authority on all island operations. Boston Harbor Now and DCR will work jointly with the vendor to plan and manage services on the islands. DCR staff are the primary contact on the islands for resolving day-to-day operational concerns and to ensure coordination and integration with park operations and the needs of the public visiting the park.

#### **2.5 Spectacle Island Facilities and Operations**

A general description of Spectacle Island and the public amenities and activities available to visitors can be found at <http://bostonharborislands.org/spectacle>

A selection of photos of the café, kitchen equipment and storage areas can be found on the Boston Harbor Now website at [bostonharbornow.org/current-rfps](http://bostonharbornow.org/current-rfps)

The food concession is located on the main floor of the visitor center. It consists of an L-shaped kitchen, approximately 300 square feet, located at the south end of the visitor center. It has a service counter, with a roll-up security cover, opening into the multi-purpose room. It also has an operable window for outside service. The kitchen is equipped with a standard 3-bay sink plus nearby hand washing sink, floor drains and is built out to provide health-code compliant basic food service. All existing kitchen equipment is the property of Boston Harbor Now. A lockable storage room of approximately 120 sq. ft. is adjacent to the kitchen and is available for use by the food service vendor. The outside window opens adjacent to the porch and a 40' x 60' tented picnic area. The visitor center floor plan is illustrated in Attachment D. This plan is dated 2005. Certain changes have taken place since then which do not materially affect the concession and which will be highlighted at the site visit. A





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listing of equipment in the concession will be available at the site visit on February 10. However, it is understood that sufficient equipment exists to provide basic concession service.

There is a 40' x 60' tented picnic area adjacent to the concession available for public use during the day. The tented area, as well as the Visitor Center, walkways and porches are available for special events in the evening after the public have left for the day on the last ferry. The tented area is currently not available for special events during the day, as it provides the only shaded area for the public on the Island. The vendor is encouraged to consider and propose whether additional shaded/tented areas could be created, including on the pier or elsewhere on the Island (see note below about the landfill), suitable for hosting special events or expanding the shaded area available for the public during the day. The existing tent is owned by Boston Harbor Now. It is the responsibility of the selected vendor to have the tent installed and then removed, cleaned, repaired and stored annually by a qualified contractor. In addition to existing facilities, Boston Harbor Now encourages the vendor to consider push cart sales of food and beverage as well as retail merchandise at various locations around the Visitor Center, subject to DCR approval. Proposals which consider this as an enhancement to visitor services are encouraged. Any additional investment in tented areas, push carts or additional storage will be at the vendors expense, or subject to negotiations with Boston Harbor Now.

There is a 10' x 12' storage shed (120 sq. ft.) located on the pier for the use of the vendor. Additional storage sheds may be installed at the vendor's expense on the pier or elsewhere, but note that there is limited space for additional storage adjacent to the Visitor Center.

Spectacle Island is a capped landfill; as such, no activities or actions may be undertaken which would impact the cap. Any proposed activities or actions involving exterior installations or construction which would penetrate the ground must be approved by Boston Harbor Now, DCR and the City of Boston in advance.

## **2.6 Georges Island Facilities and Operations**

A general description of Georges Island and the public amenities and activities available to visitors at <http://bostonharborislands.org/georges>

A selection of photos of the café, kitchen equipment and storage areas can be found on the Boston Harbor Now website at [Bostonharbornow.org/current-rfps](http://bostonharbornow.org/current-rfps)

The food concession is located adjacent to the visitor center. The visitor center and food concession area is illustrated in Attachment E. The kitchen area is approximately 435 square feet with two service windows facing a sheltered seating area. There is a 15' x 9.5' (142.5 sq. ft.) storage room adjacent to the kitchen, and a 4'3" L x 5'3" W x 7' H walk-in refrigerator. A listing of equipment in the concession will be available at the site visit on February 10. However, it is understood that sufficient equipment exists to provide basic concession service.

The covered seating area adjacent to the food service area is approximately 1,495 square feet. There is a large outdoor tented area on the north side of the island, approximately 200 yards from the Visitor Center, that is available to the vendor for daytime and evening special events. The tented area is roughly 40' x 80' in size with a layer of gravel as the base. The existing tent is owned by Boston Harbor





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Now. It is the responsibility of the selected vendor to have the tent installed and then removed, cleaned, repaired and stored annually by a qualified contractor.

Adjacent to the tented area is a 20'x10' (120 sq. ft.) lockable shed, with 100 amp electric service and an 18 cu. Ft. freezer unit. There is water service adjacent to the shed. Additional storage sheds may be considered at the vendor's expense near the existing storage shed, but note that there is limited space and any additional storage requires DCR approval.

Inside the Visitor Center there is a small gift shop that will be made available to a successful vendor for retail merchandise sales. Food and beverage are not permitted inside the Visitor Center.

Please note that Fort Warren on Georges Island is closed after the last ferry departs, and guests at evening special events are not allowed into the fort after hours for safety reasons.

## **2.7 Daily Visitor Food Concession Service**

### 2.7.1 Objectives

Quality food service is an important part of the visitor's experience of the Park. The vendor will be expected to provide high quality, fresh, healthy, family-friendly and attractive choices with a menu compatible with the available kitchen facilities, and to provide a fast and convenient service to the public. Concession menus from 2016 for Georges and Spectacle Islands are included as Attachment F.

Respondents are encouraged to propose creative approaches to menu design and pricing and will be expected to implement customer service mechanisms that will enhance and maintain the satisfaction of patrons. Vendors are encouraged to consider and propose how push-carts, potentially selling both food and beverage as well as retail merchandise might be used to provide additional options for patrons.

Because of the flow of visitors on the islands is largely dependent on public ferries, up to 500 guests arrive and depart at the same time. Our experience has been that there are often surges of guests to the food concession around the time of ferry arrival and departure. DCR has set a target of waiting times of no longer than 20 minutes for food service. Vendors are encouraged to illustrate how their menu, staffing, deployment of push cart options, and point of sale systems will facilitate fast service for patrons. These mechanisms should be outlined in each proposal.

DCR and Boston Harbor Now provide opportunities throughout the summer for youth groups to visit the Islands. Each season there are as many as 500 youth and community groups of 50 or more. About 2/3 of these groups visit for free or are subsidized. Boston Harbor Now would like to see proposals that include a low-cost boxed lunch option made available to youth and community groups to help us make their visits affordable.

### 2.7.2 Daily Operating Hours for Food Concessions

The vendor is expected to have the food concession open to the public at a minimum from one hour after the arrival of the first scheduled public ferry until one hour before the departure of the last



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scheduled public ferry of the day. This schedule allows for vendor staff to travel back and forth on the first and last ferry of the day and sufficient time to set up on arrival and break down at the end of the day, including putting all trash into the designated dumpsters on each island. Changes to the hours during the season require Boston Harbor Now’s approval in advance. The vendor will have access to a park-wide database of special events, school groups, etc. to assist in meeting demand. If the public ferries are not running the concession does not need to open. The concessions can close or open late due to weather or other factors only with the approval of Boston Harbor Now.

Concession services begin with the opening of the Park in mid-May and continue through Columbus Day. From Park opening in mid-May through Memorial Day, the cafes are expected to be open at a minimum on weekends and holidays. From Memorial Day through Labor Day, the cafes are expected to be open daily. After Labor Day and through Columbus Day the vendor is expected to open the cafes at a minimum on weekends and holidays.

**Table 3. 2017 Café Minimum Hours Based on Public Ferry Schedule**

<b><u>Georges Island - Spring and Fall season 2017</u></b>
First ferry departs Long Wharf 10:00AM, Arrives Georges Island 10:45AM, <b>Café open by 11:45AM</b>
Last Ferry departs Georges Island 4:00PM, Arrives Long Wharf 4:45PM, <b>Café closes 3:00PM</b>
<b><u>Georges Island – Summer season 2017</u></b>
<i>Weekdays</i>
First ferry departs Long Wharf 10:00AM, Arrives Georges Island 10:45AM, <b>Café open by 11:45AM</b>
Last Ferry departs Georges Island 4:00PM, Arrives Long Wharf 4:45PM, <b>Café closes 3:00PM</b>
<i>Weekends</i>
First ferry departs Long Wharf 9:00AM, Arrives Georges Island 9:45AM, <b>Café open by 10:45AM</b>
Last Ferry departs Georges Island 5:00PM, Arrives Long Wharf 5:45PM, <b>Café closes 4:00PM</b>
<b><u>Spectacle Island - Spring and Fall season 2017</u></b>
First ferry departs Long Wharf 10:30AM, Arrives Spectacle Island 11:00AM, <b>Café open by 12:00PM</b>
Last Ferry departs Spectacle Island 3:00PM, Arrives Long Wharf 3:30PM, <b>Café closes 2:00PM</b>
<b><u>Spectacle Island – Summer season 2017</u></b>
First ferry departs Long Wharf 9:30AM, Arrives Spectacle Island 10:00AM, <b>Café open by 11:00AM</b>
Last Ferry departs Spectacle Island 5:15PM, Arrives Long Wharf 5:45PM, <b>Café closes 4:45PM</b>

**2.7.3 Staffing Daily Food Concession**

The vendor will be required to have a sufficient number of staff available at the concessions during regular operating hours to ensure proper operation of the concession, and to have sufficient staff on-



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Island to move goods at the time of any food or equipment deliveries by ferry or barge. The concessions are expected to be staffed with a minimum of two employees during operating hours. The staff is expected to wear uniforms approved by Boston Harbor Now that clearly identify the food service vendor.

#### 2.7.4 Concept and Menu

Proposers are requested to submit a description of the anticipated menu and pricing for the food concession and a proposed name and marketing concept under which the concessions will be promoted. Vendors are encouraged to promote the unique resources and story of the park as part of the concept, and all marketing should be clear that the cafes are in a public park. All marketing materials should acknowledge and recognize wherever possible DCR, NPS and Boston Harbor Now. Menus, pricing and marketing concepts all require the approval of Boston Harbor Now.

### **2.8 Public Events**

Boston Harbor Now requests that the vendor offer regularly scheduled ticketed events for the public during the season. In past seasons, Thursday and Friday night New England clambakes on Spectacle Island and BBQS on Georges Islands from late June to early September have been very successful. Boston Harbor Now would like to see proposals that include at least two different events that appeal to different price points scheduled at a minimum weekly during the peak summer months (mid-June to Labor Day). Responders are encouraged to think creatively about how to design and market these events, keeping in mind that they should be appropriate to a public park location. These events will also be marketed by Boston Harbor Now and our park partners through park channels such as the trip planner website at [bostonharborislands.org](http://bostonharborislands.org), the Park newspaper and our newsletters. Boston Harbor Now will require the vendor to share with us the names and address or emails of visitors participating in these events where possible. Information describing the regular clambakes provided by the prior operator in 2016 is included as Attachment G.

Boston Harbor Now will also from time to time ask the vendor to help us manage and cater special events for the public that we sponsor throughout the summer. For example, in past seasons we have hosted road races, an opening of a public art exhibit, and a concert series. We expect that the vendor will help us promote and reduce the costs of these events however possible, for example through in-kind contributions or discounted catering.

### **2.9 Special Event Management**

#### 2.9.1 Description and Objectives

Managing and catering special events on the Islands is a truly unique business opportunity. The remarkable views of Boston and the harbor and the island settings are a truly magical place for a corporate or family event. Boston Harbor Now, DCR and NPS are committed to providing an opportunity for a successful business undertaking that is in keeping with the ethos of a public park and respects that the park during the day remains open to the public. We believe there is significant growth potential in this business.

In recent seasons the vendor has hosted about 40 events per season, ranging from daytime lunch events



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with backyard games and grilling menus, to weddings and rehearsal dinners, to evening events for 200+ guests with full New England clambakes. The single largest event each of the last three years has been the Boston Harbor Now annual fundraising event for 500 guests. This year's event is tentatively scheduled for June 16<sup>th</sup> on Spectacle Island. The selected vendor will be asked to submit a competitive bid for catering this unique event, and we hope that the selected vendor will contribute to Boston Harbor Now through in-kind donations or reduced prices for this event.

The selected vendor will be the preferred vendor for all on-island special and catered events, and will be authorized to solicit and market for events using marketing materials approved by Boston Harbor Now. Boston Harbor Now will refer all enquiries about catering or special events to the selected vendor.

Special events on Georges Island may take place during the day utilizing the separate event tent. Special events on Spectacle Island are currently limited to evenings in order to keep the tented area available for public use. Responders are encouraged to think about how additional spaces on Spectacle Island, including on the pier, could be developed for use for special events during the hours that the public are visiting the island. In no event shall the cafe seating areas be closed or inaccessible to the public for special events during the hours before the departure of the last public ferry that day, unless such activities are specifically approved or sponsored by Boston Harbor Now and such a closure has been announced to the public at least two weeks in advance of such activities or events.

The vendor will work with DCR and Boston Harbor Now to ensure that any special events will not interfere with ongoing programming and operations on the island, and ensuring that all proper DCR permitting requirements are met. A DCR Special Use Permit (SUP) is required for any special event. Boston Harbor Now will assist the vendor in obtaining SUPs for special events in an expedited process. Any requirements from DCR for additional staffing, security, or additional mechanisms for protecting the park resources or public safety will be documented in the permit. The vendor will be responsible for payment of any permit fees, additional DCR staff costs or security details. Boston Harbor Now will help the selected vendor design appropriate events and secure SUPs in an expedited fashion, but ultimate authority to approve any event remains at the discretion of the DCR.

The vendor will be required to make arrangements to supply all necessary items for special events (such as additional tenting, tables, chairs, etc.) and to provide quality food and alcohol service for the event in a manner that does not interfere with park operations. The vendor will be responsible for its own billing to the client. All revenue generated through such special events must be reported to Boston Harbor Now as gross receipts.

While the selected vendor will be the preferred vendor recommended by Boston Harbor Now for special events, groups visiting the Island may occasionally select other vendors to provide basic services on the islands and this is permitted as it is a public park. The selected vendor will be the only private party authorized to solicit, market and promote special events on Spectacle and Georges Islands, will be the only vendor to have access to the concessions space, storage space and equipment on the Islands, and will have the assistance of Boston Harbor Now to secure expedited permitting of special events. Boston Harbor Now, DCR and NPS reserve the right to choose another vendor for their own special events if the vendor is not able to provide appropriate services. If DCR runs a special event on the islands, the operator must be an approved vendor on statewide contract. DCR and BHN will assist vendor in becoming an approved state vendor if interested.



The vendor will be responsible for the clean-up of the event sites where it provides any services or events. The site will be expected to be returned to its original clean condition within two hours of the close of the event.

Boston Harbor Now and DCR reserve the right to host a number of annual events at the premises, including benefits and other non-profit or public events, that will have priority for the use of event spaces on the Islands. The dates of such events shall be mutually agreed upon by both parties and shall be reserved in writing not less than one month in advance. It is hoped and anticipated that the selected vendor will support these activities that raise funds for Boston Harbor Now to re-invest in the Park. DCR reserves the right to identify blackout dates during the summer when no events may be held. The vendor will be notified well in advance if there is a black out day.

### 2.9.2 Concept and Menu

Proposers are requested to submit a description of the variety and types of events that they envision offering, sample menus at a variety of price points, and the name under which special events would be marketed.

### **2.10 Retail Merchandise Sales Opportunity**

Proposers are invited to include in their proposals the sales of retail merchandise, such as Boston Harbor Islands branded clothing, beach accessories on the waterfront at Spectacle Island, and history books and collectibles on Georges Island. There is a small gift shop in the Visitor Center on Georges Island but there is no dedicated space on Spectacle Island for retail sales. Proposers are encouraged to think about how they can use push carts around the island to offer both retail merchandise and food and beverage. In past years, a retail merchandise concession was operated by a separate vendor from the café restaurant and special events operator. Over the last three seasons (2014-2016) total gross revenues generated from retail sales averaged \$34,000.

A retail merchandise component is an optional component of the proposal and is the lowest priority for Boston Harbor Now. However, we believe that for a vendor already on-site operating the café restaurant business the inclusion of retail merchandise sales represents a potentially lucrative additional revenue stream. All merchandise offered for sale requires the approval of Boston Harbor Now, and we intend to work with the selected vendor if interested on a scope of sales.

### **2.11 Permits and Licenses**

The vendor shall be responsible for meeting all applicable requirements of law, including health and safety codes and regulations related to food service, public safety, the sales, service and consumption of alcohol, and any other vendor activities on the islands. The vendor shall be responsible for obtaining and maintaining all necessary permits from local or state authorities. DCR facilities are subject to unannounced inspections from the Massachusetts Department of Public Health (DPH) and vendor can expect to be inspected by DPH at least once every operating season. The vendor is responsible for timely correction of any issues at the food service facilities identified by DPH or local health authorities.



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All special events, special or open to the public, require a DCR Special Use Permit (SUP). Boston Harbor Now will assist the vendor in obtaining SUPs for special events in an expedited process. Any requirements from DCR for additional staffing, security, or additional mechanisms for protecting the park resources or public safety will be documented in the permit. The vendor will be responsible for payment for any additional DCR staff costs, security details, or other requirements identified in the permit. The vendor can expect that special events will require DCR staff on site to ensure that the site is appropriately set up, managed, and cleaned up for the park to open the next morning. The vendor can assume that at events with more than 100 people where alcohol is served the DCR will likely require a State Police security detail. The vendor is responsible for payment of any costs associated with any requirements of the permit. These requirements may change as the vendor demonstrates the ability to safely and successfully manage events. Boston Harbor Now will help the selected vendor design appropriate events and secure Special Use Permits in an expedited fashion, but ultimate authority to approve any event remains at the discretion of the DCR. A copy of a DCR Special Use Permit (SUP) application is included as Attachment H. Permit requests must be submitted no later than two weeks prior to a requested event.

## **2.12 Equipment, Supplies and Storage**

### **2.12.1 Food Preparation Equipment**

Boston Harbor Now owns the existing concession equipment (a list of existing equipment will be provided at the site visit) except fixtures permanently part of the building which belong to the DCR. The vendor is expected to use the equipment and premises in a responsible fashion and is responsible for required routine maintenance and for repairs due to normal wear and tear. If the premises or equipment are damaged through misuse or error, timely repair or replacement is the responsibility of the vendor. The vendor shall be responsible for the purchase, transport, installation and maintenance of any and all required equipment for food storage and preparation beyond what is provided by Boston Harbor Now as identified during the site visit.

Boston Harbor Now and its partners are dedicated to supporting “green” operations in the park. Reducing waste, and following a “carry-in, carry-out policy” are park standards. Toward this end, the vendor is required to use reusable, recyclable or recycled items whenever possible.

### **2.12.2 Storage of equipment and supplies**

The vendor shall be responsible for, at its sole cost and expense, obtaining any additional storage space required for the operation of the concession. The vendor shall not store any equipment or supplies at the premises without the prior approval of Boston Harbor Now. No item shall be placed upon any public space, including the ground adjacent to the premises without Boston Harbor Now’s prior approval. The vendor will be required to safely store all outdoor equipment on a nightly basis and anytime the concession is closed

### **2.12.3 Tables and Chairs**

The existing tables and chairs in the food concession areas and special events areas on each island are available to the vendor for use for the café restaurant and for special events, and may be supplemented by the vendor through purchase or rental from a reputable vendor with approval of Boston Harbor Now. Movement of picnic tables from public to private areas must be arranged in advance with DCR and moved and returned by the vendor.





### **2.13 Sales, Service and Consumption of Alcohol**

Past practice has allowed the selected vendor to serve (but not sell) alcoholic beverages to persons over 21 years of age at permitted special events, provided that the vendor obtains and maintains the appropriate license(s) to serve and meets all the requirements of the DCR Special Use Permit. The selected vendor can assume that these practices will remain in place for special events under the new contract. Required permit conditions include, but are not limited to:

- All alcohol must be served by a TIPS-certified, licensed bartender.
- Alcohol may be served no earlier than 12:30pm and no later than 10:00pm.
- The vendor must obtain and maintain all necessary seasonal or special event alcohol licenses from the city of Boston or any other public agencies
- All alcohol consumption must be contained to designated areas specified in the Special Use Permit. Customers are not allowed to leave the designated areas with any alcoholic beverages. The vendor must employ staff necessary to ensure that alcohol consumption remains within these areas.
- Alcohol may not be served in glass containers (i.e., no beer bottles, glassware, etc.)
- Events involving alcohol service may require a state police detail. ( The requirements for police details are under negotiation between DCR and Boston Harbor Now at the time of this RFP.)
- Responsible consumption of alcohol is allowed, however unruly behavior will be grounds for ceasing alcohol service at any event.
- All efforts must be made to keep alcohol consumption discreet. The vendor must keep in mind that this is a public park and the consumption of alcohol should be encouraged only as an accompaniment to food service
- Vendor is responsible for displaying “No Alcohol Beyond This Point” signs provided by DCR during all events

Boston Harbor Now and previous vendors have demonstrated that the service of alcoholic beverages at special events can be appropriately managed in a park setting. Because of our demonstrated past success, Boston Harbor Now and DCR will consider proposals that include the sale of beer and wine (but not other alcoholic beverages) to the public daily at the café restaurant or in the event spaces. Proposals must include detailed management, security and operations plans describing how the sale and consumption of beer and wine will be managed in a way that is appropriate for a public park setting. If the selected vendor presents an adequate management and security plan, Boston Harbor Now and DCR will consider authorizing daily sales of beer and wine on a pilot basis in 2017.

### **2.14 Waste Management**

The vendor will be responsible for the cleaning and upkeep of all daily food concession areas and special event spaces during the day and at the close of operating hours each day. The vendor will be responsible for collecting trash from the food preparation areas and adjacent picnic areas throughout the day and at closing and transferring it to dumpsters on the islands provided by DCR. Arrangements for weekly trash removal by barge are the responsibility of the vendor and must be coordinated through DCR to ensure barges are scheduled during suitable tides and in such a way as to have a minimal impact on park operations.



## **2.15 Utilities**

At the time of release of this RFP, utility costs on the Islands cannot be separately metered for the café restaurant and event spaces. Should this condition change and utilities can be metered separately, the vendor will be responsible for payment of relevant utility bills. The vendor is responsible for procuring and the cost of propane to service the food concession on Georges Island.

## **2.16 Capital Improvements**

Boston Harbor Now and DCR will consider proposals from the vendor for reasonable capital improvements to the concessions and associated facilities which are conducive to the enhancement and increased revenue of the concessions or to facilitate a better visitor experience and undertaken at the vendor's expense. Award of the contract does not indicate approval of any proposed improvements. Any capital improvements will require the approval of the DCR. Proposers should provide a narrative description of any proposed capital improvements with their proposals.





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## **PART 3 – Services Requested at the Welcome Center on the Greenway**

### **3.1 Background**

Located on the Greenway at 191 W Atlantic Avenue, the Boston Harbor Islands Welcome Center is at the heart of Boston's Downtown Waterfront District and at the center of the City's most popular tourist attractions. Adjacent to the Greenway Carousel, Faneuil Hall, the North End, Christopher Columbus Park, Long Wharf and the New England Aquarium, millions of visitors pass by the Welcome Center.

Envisioned as the mainland Gateway to the Park, the Harbor Islands Welcome Center on the Greenway opened in 2012. At the time, planners did not know how the Greenway would develop and how the facility would be utilized by the public. The Welcome Center is staffed during the times when public ferries operate (mid-May to mid-October) by park rangers and volunteers providing information about the park and helping visitors plan their trips. Occasionally public programming is offered at the Welcome Center. However, to date the Welcome Center has not yet captured the attention of the millions of visitors that pass by.

Unlike on Georges and Spectacle Island, where Boston Harbor Now and the DCR have years of experience providing daily food concession services and hosting special events, there is no track record of any significant activation of the Welcome Center as a great public space at a scale commensurate with its potential given its great location at the heart of tourist Boston. We are seeking a vendor to help Boston Harbor Now and the National Park Service, in partnership with the Rose Kennedy Greenway Conservancy (the Greenway Conservancy), bring new life to this wonderful public space. This RFP presents an outstanding opportunity to design and launch a new suite of services at the only permanent structure along the Greenway.

### **3.2 Objectives and Potential Services Requested**

We are requesting the vendor to propose a creative and thoughtful concept for a café restaurant food concession, event space and retail merchandise service for the location. Our hope is to receive creative, expansive and exciting proposals that will work symbiotically and respectfully with the facilities continued use as a National Park Service Welcome Center and in the context of its surrounding neighborhood.

The vendor will be expected to provide high quality, fresh, healthy, family-friendly and attractive choices with a menu compatible with the available facilities, and to provide a fast and convenient service to the public. Respondents are encouraged to propose creative approaches to hours, menu design and pricing and will be expected to implement customer service mechanisms that will enhance and maintain the satisfaction of patrons. The scope of retail merchandise to be offered for sale requires approval of Boston Harbor Now and NPS, and will be negotiated with the selected vendor.

Boston Harbor Now may ask the vendor to manage regular ticketed or open events for the public at various times throughout the year. The selected vendor will be asked to cooperatively design and market these events, keeping in mind that they should be appropriate to a public park location. These events will also be marketed by Boston Harbor Now and our park partners through park channels such



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as the trip planner website at [bosotnharborislands.org](http://bosotnharborislands.org), the Park newspaper and our newsletters. These events are good ways to bring new people to the Park. Boston Harbor Now will ask the vendor to share with us name and address or emails of people participating where possible. We expect that the vendor will help us promote and reduce the costs of these events however possible.

Boston Harbor Now and NPS are committed to providing an opportunity for a successful special event business undertaking that is in keeping with the ethos of a public park and respects that the property remains open to the public at all times. The selected vendor will be the preferred vendor for all special and catered events, and will be authorized to solicit and market for events using marketing materials approved by Boston Harbor Now. Boston Harbor Now will refer all enquiries requesting special events to the vendor.

The vendor will work with NPS, Boston Harbor Now and the Greenway Conservancy to ensure that any special events will not interfere with ongoing programming and operations on the Greenway, and ensuring that all proper City and State permitting requirements are met. The vendor will be required to make arrangements to supply all necessary items for permitted events (such as additional tenting, tables, chairs, etc.) and to provide quality food and alcohol service for the event in a manner that does not interfere with Greenway operations and public safety. The vendor will be responsible for its own billing to any clients. All revenue generated through such special events must be reported to Boston Harbor Now as gross receipts.

The selected vendor will be the only private party authorized to solicit, market and promote special events at the Welcome Center and will be the only vendor to have access to the structures. Boston Harbor Now and NPS reserve the right to choose another vendor and to use the structures and equipment for their own special events if the vendor is not able to provide appropriate services.

The vendor will be responsible for clean-up where it provides any services or events. The site will be expected to be returned to its original clean condition within two hours of the close of an event or daily operations.

Boston Harbor Now and NPS reserve the right to host a number of annual events at the premises, including benefits and other non-profit or public events, that will have priority for the use of the open space. The dates of such events shall be mutually agreed upon by both parties and shall be reserved in writing not less than one month in advance. It is hoped and anticipated that the selected vendor will support these activities that raise funds for Boston Harbor Now to re-invest in the Park.

Operating hours during the 2017 park season for NPS Visitor Services are expected to be 9:00AM to 5:00PM. Responders should propose the hours, days and calendar for any operations. Boston Harbor Now does not have any fixed dates for requiring services, but our desire is to start activation of the space around the time that the Park opens for the season in mid-May. There is no required closure of the facility, so in theory the facility could be used year round.

The vendor will be required to have a sufficient number of staff available on site during operating hours and any events to ensure safe and proper operations. While NPS and Boston Harbor Now staff will frequently be on site, there should be an assumption that no Boston Harbor Now or NPS Staff will be on-



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site to assist with operations. Vendor staff will be expected to wear uniforms approved by Boston Harbor Now that clearly identify the vendor.

Proposers are requested to submit a description of the anticipated menu and pricing for any food services and a sample menu for special events, a proposed name and marketing concept under which the café restaurant and special events will be promoted. Vendors are encouraged to promote the unique resources and story of the Park as part of the concept, and all marketing should be clear that the concessions are located on a National Park Service facility. All marketing materials should acknowledge and recognize, wherever appropriate, NPS and Boston Harbor Now.

Any and all services must be compliant with the Greenways Conservancy's operational plans and requirements before they will be approved. Boston Harbor Now expects that the selected vendor will engage with representatives of the Greenway, the City of Boston, and the surrounding community to make them aware of planned activities before launching any activities. Boston Harbor Now will facilitate discussions between the selected vendor and the Greenway Conservancy to ensure a cooperative partnership and that approved management and operational plans are consistent with Greenway Conservancy requirements.

All services and activities, menus, signage, prices, event fees, and merchandise must be approved by Boston Harbor Now, who will be responsible for ensuring National Park Service concurrence with any approvals.

### **3.3 Welcome Center Owned by NPS and Managed by Boston Harbor Now**

The Welcome Center is owned by the NPS and managed by Boston Harbor Now. The selected vendor will be under contract to Boston Harbor Now to provide services, but as the property owner the NPS has ultimate authority on all Welcome Center operations. Boston Harbor Now and NPS will work jointly with the vendor to plan and manage services at the Welcome Center. Boston Harbor Now staff will be the primary contact for resolving day-to-day operational concerns and to ensure coordination and integration with NPS operations.

### **3.4 Welcome Center Facilities and Operations**

**The Welcome Center facility was not designed for use as a café restaurant, but we believe that a successful café restaurant, special event and retail business can be operated on the site by the right creative and entrepreneurial vendor.**

The Welcome Center property consists of a canopy over two buildings, each of approximately 400 square feet, and an open area of approximately 400 square feet containing information boards about the Boston Harbor Islands. A site plan is included as attachment x. The property line for space available to the selected vendor is the dripline of the overhanging canopy structure. The open space adjacent to the Welcome Center is under the control of the Greenway and does have certain easements owned by the City of Boston to ensure public access and passage.



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Both structures at the Welcome Center have electrical power. The South building has a potable water supply and bathroom. The north building, closest to the Greenway Carousel, is occupied seasonally (mid-May to Columbus Day) by the NPS to provide visitor services and information. Operating hours during the 2017 park season for NPS Visitor Services are anticipated to be 9:00AM to 5:00PM. The south building and all covered open space areas will be available to the selected vendor for programming. Pending NPS operational plans, there may be space in the North building available for storage.

The NPS and Boston Harbor Now would like to see creative proposals for how the video screens on the exterior of the south building could be used to provide information about the Park, the Greenway, and the services offered by the vendor. It is anticipated that investments in technology will be required to fully utilize these video screens.

All changes to the physical structures, including signage, require the approval of Boston Harbor Now and the National Park Service.

A floor plan of the Welcome Center is included as Attachment I.

### **3.5 Permits and Licenses**

The vendor shall be responsible for meeting all applicable requirements of law, including health and safety codes and regulations related to food service, public safety, the sales, service and consumption of alcohol, and any other vendor activities on the islands. The vendor shall be responsible for obtaining and maintaining all necessary permits from local or state authorities.

All special events will require written approval from Boston Harbor Now before the vendor may commit to any client contract. Boston Harbor Now and the selected vendor will work out the requirements and timelines for permitting any event during the contract negotiations.

### **3.6 Equipment, Supplies and Storage**

NPS owns the existing buildings and equipment (a list of existing equipment will be provided at the site visit). The vendor is expected to use the equipment and premises in a responsible fashion, and is responsible for required routine maintenance and for repairs due to normal wear and tear. If the premises or equipment are damaged through misuse or error, timely repair or replacement is the responsibility of the vendor. The vendor shall be responsible for the purchase, transport, installation and maintenance of any and all required equipment for food storage and preparation beyond what is provided by Boston Harbor Now as identified during the site visit.

Boston Harbor Now and its partners are dedicated to supporting "green" operations and reducing waste. Toward this end, the vendor is required to use reusable, recyclable or recycled items whenever possible.

The vendor shall be responsible for, at its sole cost and expense, obtaining any additional storage space required for the proposed operations and programming. The vendor shall not store any equipment or supplies at the premises without the prior approval of Boston Harbor Now. No item shall be placed



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upon any public space, including the ground adjacent to the premises without Boston Harbor Now's prior approval. The vendor will be required to safely store all outdoor equipment on a nightly basis and anytime the concession is closed

The existing benches on the outside of the buildings are available to the vendor for use, and may be supplemented by the vendor through purchase or rental from a reputable vendor with approval of Boston Harbor Now.

Boston Harbor Now will consider proposals for removing the information boards in the covered area to make room for tables and chairs for food service concession or other uses at the vendor's expense.

### **3.7 Alcoholic Beverages**

Permission to serve or sell alcoholic beverages will only be allowed after approval of a comprehensive management and operational plan that describes how the sale, service and consumption will be managed. An approved operational plan will include, at a minimum, the following requirements: All alcohol must be served by a TIPS-certified, licensed bartender.

- Alcohol may be served no earlier than 12:30pm and no later than 10:00pm.
- The vendor must obtain and maintain all necessary licenses from the city of Boston or the Commonwealth of Massachusetts.
- All alcohol consumption must be contained to designated areas identified in an approved operational plan.. Customers are not allowed to leave the designated areas with any alcoholic beverages. The vendor must employ staff necessary to ensure that alcohol consumption remains within these areas.
- Vendor is responsible for providing all necessary security to ensure alcohol consumption is managed safely. Boston Harbor Now may require additional police security for certain events.
- Responsible consumption of alcohol is allowed, however unruly behavior will be grounds for ceasing alcohol service at any event.
- All efforts must be made to keep alcohol consumption discreet. The vendor must keep in mind that this is a public park and the consumption of alcohol should be encouraged only as an accompaniment to food service.

### **3.8 Waste Management**

The vendor will be responsible for the cleaning and upkeep of the Welcome Center during the day and at the close of operating hours each day the café is open or there are special events. The vendor will be responsible for collecting all trash and transferring it to locations and on a schedule approved by the Greenway Conservancy for the days the café is open or when there are special events.

### **3.9 Utilities**

The vendor will be responsible for the cost of all utilities for the south building.



### **3.10 Capital Improvements**

Boston Harbor Now and DCR will consider proposals from the vendor for reasonable capital improvements to the concessions and associated facilities which are conducive to the enhancement and increased revenue of the concessions or to facilitate a better visitor experience and undertaken at the vendor's expense. Award of the contract does not indicate approval of any proposed improvements. Any capital improvements will require the approval of the DCR. Proposers should provide a narrative description of any proposed capital improvements with their proposals.



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## SECTION 4 - INSTRUCTIONS TO PROPOSERS

### 4.1 Project Manager Contact Information

The Project Manager at Boston Harbor Now for this RFP is Phil Griffiths. All questions regarding this RFP should be directed to Phil by email at [pgriffiths@bostonharbornow.org](mailto:pgriffiths@bostonharbornow.org)

### 4.2 Schedule for Proposals, MANDATORY SITE VISIT, and Interviews

#### 4.2.1 Schedule for Proposals

RFP ISSUE DATE: Wednesday, February 1, 2017

MANDATORY SITE VISIT: Friday February 10, 2017,  
9:00AM to 12:30PM, RAIN OR SHINE  
Attendance mandatory to be considered

QUESTIONS DEADLINE: Tuesday, February 14, 2017 at 5:00PM EST.  
Answers will be provided by Thursday, February 16, 2017 at 5:00PM EST  
Answers will be posted to the Boston Harbor Now website at  
[www.bostonharbornow.org/current-rfps](http://www.bostonharbornow.org/current-rfps) and distributed to all attendees of the site visit

PROPOSAL DUE DATE: Wednesday, March 1, 2017 – 4:00PM EST

INTERVIEWS: Tuesday, March 7, 2017

VENDOR SELECTION AND CONTRACT EXECUTION by March 31, 2017

#### 4.2.2 Mandatory Pre-Proposal Site Visit

There will a mandatory site visit for all interested proposers on Friday, February 10, 2017. Attendance by a vendor representative at the site visit is mandatory in order for that vendor's proposal to be considered. The site visit will commence at 9:00AM at the Welcome Center on the Greenway, followed by boat transportation to Georges and Spectacle Islands departing from Long Wharf at 9:45AM. The boat will return to Long Wharf by 12:30PM.

This tour will take place rain or shine; only if there are extreme weather conditions that make boat transportation unsafe will the site visit be cancelled and rescheduled.

#### 4.2.3 Pre-registration Required for Site Visit

All interested potential respondents must pre-register for the site visit. To pre-register, please send an email to Phil Griffiths at [pgriffiths@bostonharbornow.org](mailto:pgriffiths@bostonharbornow.org) with a subject line *site visit registration* and content including the name of the company who will be submitting the bid, the name, email address and telephone number for the lead person participating in the site visit, and the names of all representatives who will be participating in the site visit.



#### 4.2.4 Questions

If you have any questions about this RFP, please submit questions in writing via email by 5:00PM on Tuesday February 14<sup>th</sup>, 2017 to project manager Phil Griffiths at [pgriffiths@bostonharbornow.org](mailto:pgriffiths@bostonharbornow.org). Answers to all questions will be posted to the Boston Harbor Now website at [www.bostonharbornow.org/current-rfps](http://www.bostonharbornow.org/current-rfps) by 5:00PM on Thursday February 16<sup>th</sup>, 2017

#### 4.2.5 Interviews

The Selection Committee will be composed of representatives from Boston Harbor Now, DCR and NPS. The Committee may decide to meet with certain proposers on Tuesday, March 7, 2017. It is recommended that proposers keep this date available to meet with the Selection Committee. If there are circumstances beyond Boston Harbor Now's control and interviews cannot take place on Wednesday, March 7, 2017 Boston Harbor Now will schedule interviews on an alternate date.

### **4.3 Delivery of Proposals**

**One (1) original and five (5) copies of sealed proposals (including five copies of all required attachments) must be received by BOSTON HARBOR NOW by Wednesday March 1, 2017 at 4:00PM EST** pm by hand or mail delivery. A digital copy of the complete proposal must also be uploaded to the Boston Harbor Now website at [www.bostonharbornow.org/current-rfps](http://www.bostonharbornow.org/current-rfps). (insert link) by the same deadline, and an email notifying the project manager of your submittal should be sent to [pgriffiths@bostonharbornow.org](mailto:pgriffiths@bostonharbornow.org)

The original plus five (5) copies of the proposal should be on 8 ½" X 11" paper, double sided, with pages numbered. Proposals should not be submitted in plastic sleeves or spiral binders. Illustrations may be included. All proposals must be delivered in sealed envelopes bearing the name of the proposer on the outside and should be addressed to:

Phil Griffiths, Project Manager  
Boston Harbor Now  
15 State Street, Suite 1100  
Boston, MA 02109

Each proposal shall be accompanied by a proposal deposit in the amount of One Thousand Dollars (\$1,000.00) in the form of a bond, certified check, treasurer's check or cashier's check issued by a responsible bank or trust company, payable to Boston Harbor Now in the name of the entity under which the agreement is to be executed. If the chosen vendor fails to enter into an agreement within thirty (30) days after the receipt of notification of selection, the proposal deposit of \$1,000 shall be forfeited by the proposer and surrendered to Boston Harbor Now as the agreed amount of reasonable liquidated damages and not as a penalty. When the proposer has successfully performed the implementation obligations of the agreement, the proposal deposit will be returned or may be applied against the proposer's initial payments to Boston Harbor Now pursuant to the agreement. Proposal deposits will be returned to all other proposers after selection of the chosen proposal.





#### **4.4 Content and Form of Proposals**

Then proposal must include information in these categories:

- 1. Background Information**
- 2. Operating Experience**
- 3. Operations Plan(s)**
- 4. Management Plan(s);**
- 5. Concept and Marketing Plan;**
- 6. Financial Plan**

The Selection Committee will evaluate the proposals in each of these categories and will determine, in its sole discretion, which proposal best serves the overall interests of BOSTON HARBOR NOW and the Boston Harbor Islands National and State Park.

##### **4.4.1 Background Information**

- Name, Address, Telephone Number, and Email address of proposer
- Description of proposer (Corporation, Partnership, LC etc.) and State of Incorporation
- Evidence that the proposer is qualified to do business in the Commonwealth of Massachusetts
- Name, Title, Business Address, Telephone Number, and Email address of person responsible for submitting this proposal
- Name, Title, Business Address, Telephone Number, and Email address of person with whom to communicate regarding this proposal if different from above
- Name, Title, Business Address, Telephone Number, and Email address of all corporate officers of the entity submitting the proposal
- URL for website of the proposing organization if applicable

##### **4.4.2 Services being proposed**

**All proposals must include proposals for the**

- 1) Management and Operations of the café restaurants and special events and catering on Georges and Spectacle Islands. A retail sales component on the islands is optional.

Please indicate whether the proposal also includes proposals for:

- 2) a café restaurant,, event space and retail merchandise sales at the Boston Harbor Islands Welcome Center on the Rose Fitzgerald Kennedy Greenway.



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#### 4.4.3 Operating Experience

- Describe the proposer's experience providing services similar to each of the components included in the proposal - daily food concession, special event management, and retail merchandise
- Indicate whether or not the proposer has ever partnered with a government agency or non-profit organization, or provided services in a public park, and describe these experiences
- List and describe clients or locations within the last three years where you are operating or have operated services similar to those requested in this RFP
- Indicate if any agreement for such an operation was ever terminated prior to the term of a contract, and if so why? Indicate by appropriate citation all litigation (including status or results) between proposer and any and all operators or owners
- 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 operational capabilities and financial sustainability. One of the three references should be from a financial institution that has extended credit to the proposer. Include the name of the reference 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.

#### 4.4.3 Operations Plan(s)

Provide an Operations Plan for the proposed services on Georges and Spectacle Islands, and if you are also proposing to provide the requested services at the Welcome Center on the Greenway provide a separate Operations Plan for these services. Each Operations Plan should include at a minimum:

- Your plan for transporting necessary equipment, supplies and staff to the Islands (note that staff required to operate the daily food concession on the islands will be provided free transportation by the Park's contracted vendor for public ferries, currently Boston Harbor Cruises)
- Your proposed menu offerings for the daily food concession on each island, for public clambakes (or other proposed recurring public events), and range of menus for special events, including proposed prices
- Your internal control mechanisms for ensuring food safety and quality
- A list of any and all City and/or State licenses required for providing proposed food services and serving and/or sale of alcoholic beverages, whether you currently hold any of these licenses, and your plans for obtaining any and all required licenses
- Your specific experience managing service and/or sales of alcoholic beverages, particularly for events or foodservice locations in outdoor or public spaces.
- Your proposed point of sale system and how it will contribute to delivering fast and efficient service for patrons.
- Any specialized or additional equipment you propose using beyond what is provided.
- Proposed days and hours of operation for the café restaurants (note minimum requirements described in Part 2 of this RFP)
- Your plans for routine maintenance of equipment
- Your plans for regular cleaning schedules for the café restaurant and event areas
- Your waste management plans



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- Your safety and security plans, particularly with regards to managing the service, sale and consumption of alcoholic beverages
- Any short or long term site or cosmetic improvements you propose to invest in for the concession or special event sites. Any improvements require approval from Boston Harbor Now and DCR. Boston Harbor Now will view favorably proposals that include “green building” design elements and any plans to install energy efficient appliances.
- How you would implement “green” elements into your operation.

#### **4.4.4 Management Plan(s)**

Provide a Management Plan for the proposed services on Georges and Spectacle Islands, and if you are also proposing to provide the requested services at the Welcome Center on the Greenway provide a separate Management Plan for these services. Each Management Plan should include at a minimum:

- The number of staff to be assigned during the days and hours required for the concession and for special events. How will each service be managed? Who will be the primary point of contact for special event management? Who will be the point of contact for daily food concessions? If not the primary contact, who will be the on-site contact(s) for each component of the service? If you need to hire additional or new staff for management and to be primary points of contact, describe the qualifications and experience you will be looking for.
- Resumes for key management staff

#### **4.4.5 Concept and Marketing Plan**

Attach a marketing plan, which describes your concept for each of the services you propose to provide, with particular emphasis on the following:

- Demonstration of your understanding of marketing services in the daily food and beverage industry and special events management and catering, and in particular the seasonal or outdoor events market.
- Identify potential challenges to a successful venture and suggestions for dealing with them.
- Describe any proposed advertising approaches and mediums or promotions that you would recommend
- If you are proposing to provide the services at the Welcome Center, how might you link the Welcome Center and the Islands in any marketing promotions?

Boston Harbor Now will view favorably proposals that demonstrate an awareness of the role of the café restaurants and events as an integral part of the visitor experience to the Islands and a commitment to partnership with Boston Harbor Now, DCR and the NPS.

#### **4.4.6 Financial Capability**

Please attach a description of proposer’s financial status, which is sufficient to enable BOSTON HARBOR NOW to evaluate the financial qualifications of proposer. The description should include but not be limited to:



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- Bank References, including a letter of reference and the full name and address of bank, as well as the name and telephone number of the contact person.
- Insurance References, including a letter of reference and the full name and address of the insurance company, as well as the name and telephone number of the contact person.
- Proposer's audited financial statements for the last three years. Please indicate whether or not proposer's financial statements are audited regularly.
- Please describe the financial management structure (policies, procedures, etc.) of current business.
- Has proposer any present overdue indebtedness to any government unit or agency, or any outstanding claim or demand of indebtedness? If so, please specify.
- Has the proposer filed for bankruptcy within the last five years? If so, please describe current status.

#### **4.4.7 Financial Return to the Park**

In order to allow proposers the flexibility to develop a creative product offering and service level, no specific financial structure is required for this opportunity. Instead, Boston Harbor Now asks that proposers submit a creative financial proposal deemed appropriate for the successful and profitable operation of the service(s) and that will generate revenues for Boston Harbor Now to re-invest in the Park, at a minimum similar to the revenue shares generated by the prior vendor for the café restaurants and special events management on the Islands. See section 1.5

#### **4.4.8 Acknowledgements**

Please include a letter signed by appropriate officer of the proposing organization that includes the following acknowledgements:

- Proposer acknowledges that s/he has reviewed the attachments to the request for proposals, and that the terms thereof are incorporated by reference in this proposal. Proposer agrees that if its proposal is accepted, proposer will enter into a final agreement with Boston Harbor Now. If the proposer is unable or unwilling to agree to or meet any of the conditions contained in this RFP, specify this problem and the proposed change as an addendum to the proposal form.
- This proposal constitutes a firm offer. This offer shall be held firm and open for a period of 30 days, effective as of the proposal due date.
- Attached is a proposal deposit in the amount of one thousand dollars (\$1,000) in the form of a proposal bond, or a certified check, or a treasurer's or cashier's check payable to Boston Harbor Now. Proposer agrees that if it is awarded the opportunity to execute an agreement in substantial accordance with the form of its proposal, but fails to execute the same through no fault of Boston Harbor Now, the proposal deposit may be cashed and retained as liquidated damages by Boston Harbor Now.
- By submission of its response to this request for proposal, the proposer authorizes Boston Harbor Now to contact all parties having knowledge of proposer's operations and financial history, and authorizes all parties to communicate such knowledge or information to Boston Harbor Now.



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- Proposers are advised to rely only upon the matters contained in this request for proposal and in any written clarifications issued by Boston Harbor Now and disseminated to all proposers. While an information session and site trip will be held and questions answered by Boston Harbor Now staff at the information session, all issues raised at the session, which in Boston Harbor Now's sole judgment materially affect the request for proposal, will be clarified in writing by Boston Harbor Now with copies sent to all known proposers. Only such written clarifications to the request for proposals and the request for proposal document itself can be relied upon in the preparation and submittal of proposals.
- By submission of its proposal, the proposer(s) acknowledges that from and after the time that an agreement is executed, the sole basis for the right to provide services at Spectacle and Georges Islands and at the Welcome Center on the Greenway specified in this request for proposals is by the award of an agreement pursuant to the receipt of proposals in response to Boston Harbor Now's request for proposals.
- Proposer acknowledges that it is Boston Harbor Now's right to accept any proposal, or to reject all proposals, to modify or amend with the consent of the bidder any proposal prior to acceptance, to waive any informality and to affect any agreement otherwise, all as Boston Harbor Now in its sole judgment may deem to be in its interest and the interest of the Boston Harbor Islands National and State Park.

Submitted, and all terms and conditions of the request for proposals and attachments thereto are hereby acknowledged and agreed to:

**NAME OF PROPOSER:** \_\_\_\_\_

**BY:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

#### **4.5 Consideration and Evaluation of Proposals**

Boston Harbor Now reserves the right to accept or to reject any or all proposals, to withdraw or amend this request for proposals at any time, to initiate negotiations with one or more proposers, to modify or amend with the consent of the proposer any proposal prior to acceptance, to waive any informality and to affect any agreement otherwise, all as Boston Harbor Now in its sole judgment may deem to be in its best interest. However, proposers are also advised that Boston Harbor Now has the option of selecting the proposer without conducting discussions or negotiations. Therefore, proposers should submit their best proposals initially, since discussions or negotiations may not take place.

Boston Harbor Now will select the proposal that is most responsive to Boston Harbor Now's needs based on (1) a demonstrated ability to successfully operate the requested services, (2) a thoughtful and thorough response to the criteria specified in this request for proposals; and (3) the proposal deemed to be in the best interest of Boston Harbor Now and the Boston Harbor Islands National and State Park.



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By submitting a proposal, proposer agrees that if Boston Harbor Now makes an award to the proposer, the proposer expects to enter into an agreement with Boston Harbor Now. Certain portions of the final contract shall be completed in accordance with the terms of the successful proposal.

No proposal may be withdrawn after it is submitted to Boston Harbor Now unless the proposer makes the request in writing to Phil Griffiths - Project Manager, Boston Harbor Now, 15 State Street, Suite 1100, Boston, MA 02109 prior to the opening of the proposals. No proposal may be withdrawn after the time set for the opening of the proposals.

#### **4.6 Execution of Agreement and Performance Bond**

The proposer to whom the contract is awarded, shall, execute and return to Boston Harbor Now a contract within thirty (30) calendar days after award along with satisfactory evidence of required insurance coverage.

#### **4.7 Information Provided**

The information contained in this RFP and in any subsequent addenda or related documents is provided as general information only. Efforts have been made to do so, however, Boston Harbor Now makes no representations or warranties that the information contained herein is accurate, complete or timely. The furnishing of such information by Boston Harbor Now shall not create any obligation or liability whatsoever and each Respondent expressly agrees that it has not relied upon the foregoing information and shall not hold Boston Harbor Now liable therefore.

#### **4.8 Confidentiality and Public Records**

Any information provided to Boston Harbor Now in any proposal or other written or oral communication between the respondent and Boston Harbor Now will not be, or deemed to have been, proprietary or confidential, although Boston Harbor Now will use reasonable efforts not to disclose such information to persons who are not employees or consultants retained by Boston Harbor Now except as may be required by M.G.L. c.66. As owners of the properties where services will be performed, DCR, NPS and the City of Boston and appropriate City, State and Federal oversight agencies have the right to access information provided to Boston Harbor Now.

If you believe that your proposal contains trade secrets or confidential commercial or financial information, mark the cover page of each copy of the proposal with the following legend: The information specifically identified on pages of this proposal constitutes trade secrets or confidential commercial or financial information that the Offeror believes to be exempt from disclosure. The Offeror requests that this information not be disclosed to the public, except as may be required by law. You must specifically identify what you consider to be trade secret information or confidential commercial or financial information on the page of the proposal on which it appears, and you must mark each such page with the following legend: This page contains trade secrets or confidential commercial and financial information that the proposer believes to be exempt from disclosure, and which is subject to the legend contained on the cover page of this proposal.



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**4.9 No Personal Liability**

Neither the members of Boston Harbor Now nor any individual member, officer, agent, or employee of Boston Harbor Now shall be charged personally by the proposer with any liability under any term or provision of the RFP.

**4.10 No Representation**

Vendor(s) shall not represent himself/herself as an agent of Boston Harbor Now, the Department of Conservation and Recreation, the Boston Parks and Recreation Department, the National Park Service, or any other member of the Boston Harbor Islands Partnership.



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## **SECTION 5 - CONTRACT REQUIREMENTS**

In a contract to be executed with the selected vendor, Boston Harbor Now will require at a minimum the following;

### **5.1 Non-Discrimination and Diversity Policy**

Boston Harbor Now prohibits discrimination in employment on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, age, Vietnam Era Veteran status, or disability. Boston Harbor Now is strongly committed to developing and maintaining a diverse workforce, and highly values the perspectives and varied experiences which are found only in a diverse workforce. Boston Harbor Now believes that promoting diversity is important to the success of its overall mission.

Accordingly, Boston Harbor Now requires its vendors and vendors to comply with non-discrimination laws and encourages them to promote diversity within their workplace. To assist Boston Harbor Now in its selection process, respondents to this RFP may provide evidence of their policies and practices related to diversity.

### **5.2 Insurance Requirements**

Boston Harbor Now will require the Vendor to provide at its own cost commercial general liability insurance for bodily injury and property damage, including products/completed operations, in a combined single limit of \$1,000,000. Boston Harbor Now, the Massachusetts Department of Conservation and Recreation, the Boston Parks and Recreation Department, the National Park Service, must be listed as additional insureds, and if the contract includes services at the Welcome Center, the Rose Kennedy Greenway Conservancy must also be listed as additional insured.

Boston Harbor Now will also require Workers Compensation and Employer's Liability Insurance in such amounts as may be required by law and other insurance and limits of liability as may be reasonably required by Boston Harbor Now from time to time or such other insurance policies as may be required in the Agreement.

All of the furnishings, fixtures, equipment, effects, and property of every kind, nature and description of the vendor(s) shall be at the sole risk and hazard of the vendor and if the whole or any part thereof shall be destroyed or damaged by fire, water or otherwise, or by the leakage or bursting of water pipes, no part of said loss or damage is to be charged to or to be borne by Boston Harbor Now, DCR, NPS, the City of Boston or The Greenway Conservancy provided, however, Boston Harbor Now, DCR, NPS City of Boston or the Greenway Conservancy shall in no event be exonerated from any liability to the vendor or to any other person for any injury, loss, damage, or liability directly and solely caused by the negligence or willful misconduct of Boston Harbor Now, DCR, NPS, the City of Boston or the Greenway Conservancy or its agents, employees or vendors.

The vendor assumes all risk in connection with any and all activities engaged in by him/her/them on the islands, in transit to or from the islands, and on the Greenway and shall be solely responsible and answerable in damages for all accidents or injuries to persons or property including death, unless directly caused by the negligence of Boston Harbor Now, DCR, City of Boston, National Park Service, the





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Greenway Conservancy and their agents, employees or vendors. The vendor shall indemnify and hold Boston Harbor Now, DCR, City of Boston, National Park Service, the Greenway Conservancy and their officers, agents and employees harmless from any and all claims, actions at law, suits in equity, losses, damage, costs or injury of whatever kind and nature, including death, whether direct or indirect, arising out of the activities of vendor in or about the islands, or caused by any act, neglect, fault, work, improper conduct, omission, or breach of any covenant or condition by their agents, employees, vendors, or licensees.

The vendor shall indemnify and hold Boston Harbor Now, DCR, City of Boston, National Park Service, the Greenway Conservancy harmless from and against all bills for labor performed and equipment, fixtures and materials furnished to vendor, and applicable sales taxes thereon as required by Massachusetts law, and from and against any and all liens, bills, or claims therefore or against the Park, or any element thereof, and from and against all losses, damage, costs, expenses, suits and claims whatsoever in connection with any repairs, additions, or alterations made by Vendor. The cost of all repairs and alterations shall be paid for in cash or its equivalent, so that the Park shall at all times be free of liens for labor and materials supplied or claimed to have been supplied.

### **5.3 Internal Controls**

Throughout the contract term, the vendor will be required to maintain a revenue control system to ensure the accurate and complete recording of all revenues, in a form and manner acceptable to Boston Harbor Now and DCR. This revenue control system must maintain detailed sales information from each sales transaction by island location and business source (daily concession, special events, retail merchandise sales). Specifically, sales information must be recorded electronically, via a point-of-sale system, and must include, but is not limited to, details on each sales transaction, the item(s) sold, time, date of sale and price of the item sold. The concessionaire must also establish a dedicated bank account for all deposits related to this concession's revenue.

### **5.4 Reporting Requirements**

The vendor will annually prepare and submit to Boston Harbor Now, by November 15<sup>th</sup> of each year, an audited report for the prior preceding November through October period that details gross revenues for each of the café restaurants by location, for the special events by location, the Park Improvement and site rental fees collected on behalf of DCR and NPS, and expenses for management and operation of services. Monthly reports (non-audited) will be required by the 15<sup>th</sup> of every month during the season for the prior month.

Boston Harbor Now shall have the right at reasonable times and upon reasonable notice to examine the books, records, and other compilations of data of vendor(s) which pertain to the performance of the provisions and requirements contained in this Request for Proposals. The vendor shall preserve all its accounting books and records pertaining to the contract for a period of three years following the termination or expiration of the contract to be entered into between the vendors and Boston Harbor Now.

### **5.5 On-Site Advertisements, Signage and Notices**



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The design and placement of all signage, including signage which includes the vendor's name, trade name(s) and/or logos, is subject to Boston Harbor Now's prior written approval. The vendor will be allowed to place approved signage on the exterior of the premises.

The display or placement of tobacco advertising shall not be permitted. The display or placement of advertising of alcoholic beverages shall not be permitted but the vendor may display signage approved by Boston Harbor Now setting forth its offerings of alcoholic beverages. Any type of advertising which is false or misleading, which promotes unlawful or illegal goods, services or activities, or which is otherwise unlawful, shall be prohibited. Advertising of product brands is prohibited without Boston Harbor Now's prior written approval. Any prohibited material displayed or placed shall be immediately removed by vendor upon notice from Boston Harbor Now at the vendor's sole cost and expense.

## **5.6 Security**

Pursuant to a plan approved in writing by Boston Harbor Now, the vendor, at its sole cost and expense, shall be responsible for all security at the café restaurants and events sites during hours of regular operation and during any events hosted by the vendor. A special event may require attendance by a park ranger or police officer to ensure public safety and protection of the resources. For events and functions proposed by the vendor, such costs will be borne by the vendor.