



NOTICE OF SOLICITATION

SERIAL # 260082-ITN

**INVITATION TO NEGOTIATE: PROMOTE, MANAGE, OPERATE, MAINTAIN, AND
IMPROVE PARADISE VALLEY GOLF COURSE, OR
PROVIDE AN ALTERNATE RECREATIONAL AMENITY,
AT PARADISE VALLEY URBAN PARK**

Notice is hereby given that Maricopa County ("County") is conducting this Invitation to Negotiate, as administered by its Parks and Recreation Department ("MCPRD"), electronically through an outside agent e-procurement platform, BidNet Direct, until 2:00 p.m. Mountain Standard Time on **Tuesday, March 31, 2026**, for **SERIAL# 260082-ITN Invitation to Negotiate to Promote, Manage, Operate, Maintain, and Improve Paradise Valley Golf Course, or Provide an Alternate Recreational Amenity, at Paradise Valley Urban Park ("ITN")**.

ONLY RESPONSES THAT ARE SUBMITTED THROUGH THE E-PROCUREMENT PLATFORM, BIDNET DIRECT (www.bidnetdirect.com), WILL BE CONSIDERED.

For submission instructions, see Exhibit 1.

For assistance with the e-procurement platform, contact BidNet Direct Vendor Support during regular business hours: Phone: 1-800-835-4603 or Email: support@bidnet.com. The BidNet Direct Support Department is available Monday-Friday from 8:00 am to 8:00 pm EST.

All Responses must be submitted **electronically** through the e-procurement platform prior to the bid closing. The ITN will be listed under **SERIAL# 260082-ITN Invitation to Negotiate to Promote, Manage, Operate, Maintain, and Improve Paradise Valley Golf Course, or Provide an Alternate Recreational Amenity, at Paradise Valley Urban Park.**

The Maricopa County Procurement Code ("Code") governs this procurement and is incorporated by reference. Any protest concerning this ITN must be filed with the procurement officer in accordance with Section MC1-905 of the Code.

All standard terms and conditions concerning this ITN can be located at <https://www.maricopa.gov/DocumentCenter/View/6453>.

The ITN and addenda will be posted on the

- Maricopa County Office of Procurement Services website under the solicitation serial number at <https://www.maricopa.gov/2190/Solicitations>; and
- Maricopa County Parks and Recreation Concession Agreements located at <https://www.maricopacountyparks.net/about-us/contract-management/>; and
- This information will also be posted online at www.bidnetdirect.com.

FAILURE TO REVIEW ANY ADDENDA DOES NOT NEGATE YOUR INITIAL OFFER AND HOLDS THE RESPONDENT RESPONSIBLE FOR ANY CHANGES PRIOR TO BID CLOSING.

INQUIRIES: SUBMIT ALL INQUIRIES ABOUT THIS ITN BY THE QUESTION DATE/TIME DEADLINE POSTED IN BIDNET DIRECT USING THE LINK IN THE "Q&A" TAB FOR THIS PROPOSAL.

Administrative inquiries may be directed to:

Emily Miller, Contract Administrator
Telephone: (602) 506-9511
Email: emily.miller@maricopa.gov

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DEFINITIONS

- **“Alternate Recreational Amenity”** shall mean a facility or area developed, operated, and maintained for public recreation and/or educational purposes other than golf, which shall be subject to promotion, management, operation, maintenance, and improvement, in accordance with the criteria set forth in this ITN.
- **“Complex”** shall mean the existing Paradise Valley Golf Course (“PGVC”), which shall be subject to promotion, management, operation, maintenance, and improvement, in accordance with the criteria set forth in this ITN.
- **“Contract”** means the governing agreement between the Selected Respondent (as defined below) and the County. The Sample Contract (**Exhibit 4 – Sample Contract**) illustrates the types of provisions the County desires (i.e., rights, responsibilities, capital investments, revenue sharing, maintenance, insurance, etc.). The County reserves the right to negotiate and modify (add/delete) provisions contained in this Sample Contract. The final terms of the Contract will be determined based on negotiations between the County and the Selected Respondent.
- **“Entity”** means functioning as a legal business entity licensed to do business in the State of Arizona.
- **“Respondent”** (also referred to as “Vendor” in BidNet Direct) means the Entity seeking to provide the services required under the Contract by responding to the ITN.
- **“Response”** or **“Proposal”** means the Respondent’s reply to this ITN. The County intends to select the highest scoring responsive Respondent based on the criteria outlined in this ITN.
- **“Selected Respondent”** means the Respondent chosen to negotiate a Contract.

SCHEDULE OF EVENTS

All times listed are Mountain Standard Time

Invitation to Negotiate Issued:	February 12, 2026
Pre-Proposal Conference/Site Visit (see below):	February 25, 2026, 10:00 a.m.
Question Deadline:	March 4, 2026, 5:00 p.m.
Proposal Closing Date/Time:	March 31, 2026, 2:00 p.m.

PRE-PROPOSAL CONFERENCE

It is strongly recommended that the Respondent or designated representative attend the optional pre-proposal conference currently scheduled for an on-site meeting at the Paradise Valley Golf Course, 3505 E. Union Hills Drive, Phoenix, AZ 85024, at the time and date designated above in the Schedule of Events and as posted on the e-procurement platform (www.bidnetdirect.com). Questions will not be responded to prior to the pre-proposal conference. All written questions will be answered. All questions and answers shall be posted to the e-procurement platform (www.bidnetdirect.com) in the "Q&A" tab for the solicitation.

Attending the conference provides an impartial forum for all Respondents to:

- Learn about the ITN process, including procedures for questions and answers, Proposal submission, Contract award; and
- Review the concession site; and
- Review as-built drawings.

Bringing a copy of this ITN will help with the review. At the conference, Respondents should present a business card to the MCPRD's Contract Administrator. On-site parking is available. Attendees should wear comfortable shoes and clothing to facilitate a more thorough review of the areas. Drinking water will not be provided.

The pre-proposal conference will start promptly at the time indicated. Late arrivals may be allowed entry at the discretion of the MCPRD Contract Administrator.

1.0 INFLUENCE

- 1.1 As prescribed in MC1-1203 of the Maricopa County Procurement Code, any effort to influence an employee or agent to breach the Maricopa County Ethical Code of Conduct or any ethical conduct may be grounds for disbarment or suspension under MC1-902. An attempt to influence includes, but is not limited to:
 - A. A person offering or providing a gratuity, gift, tip, present, donation, money, entertainment, educational passes or tickets, or any type of valuable contribution or subsidy that is offered or given with the intent to influence a decision, obtain a contract, garner favorable treatment, or gain favorable consideration of any kind.
 - B. If a person attempts to influence any employee or agent of Maricopa County, the Chief Procurement Officer, or his designee, reserves the right to seek any remedy provided by the Maricopa County Procurement Code, any remedy in equity or in the law, or any remedy provided by this ITN.
- 1.2 ABSOLUTELY NO CONTACT BETWEEN THE RESPONDENT AND ANY COUNTY PERSONNEL, OTHER THAN THE OFFICE OF PROCUREMENT SERVICES OR MCPRD'S CONTRACT ADMINISTRATOR, IS ALLOWED DURING THE SOLICITATION PROCESS UNLESS THE COMMUNICATION IS IN REGARD TO PRE-EXISTING BUSINESS WITH THE COUNTY. ANY COMMUNICATIONS REGARDING THE SOLICITATION, ITS PARTICIPANTS, OR ANY DOCUMENTATION PRIOR TO THE NOTICE OF GOOD FAITH, MAY BE GROUNDS FOR DISMISSAL OF THE RESPONDENT FROM THE EVALUATION PROCESS.

2.0 BACKGROUND

- 2.1 The County is home to one of the nation's largest regional park systems, with over 122,000 acres of open space parks that include hundreds of miles of trails, campgrounds, nature centers, and the Desert Outdoor Center at Lake Pleasant Regional Park. Currently, MCPRD manages eight (8) regional parks, two (2) conservation/preserve areas, one (1) education center, two (2) concession parks, and one (1) regional park under development. In 2025, MCPRD's attendance reached 2,130,539, a 32.26% increase since 2015.
- 2.2 The Paradise Valley Urban Park ("Park"), located at Union Hills and Highway 51, was originally leased from the Arizona State Land Department in 1963 and deeded to Maricopa County in 1978 (Patent No. 6599) with a Public Park and Recreation Area purposes restriction. The patent was amended on April 27, 1984, to include other governmental purposes, including community college purposes. As a result of the 1984 amended deed, portions of the land were repurposed for community college facilities, recreational amenities, and City of Phoenix management agreements. The Park was later divided by the construction of Highway 51, and in 2003, part of the land was returned to the County for the Northeast Regional Center courthouse. In 2012, the County sold a portion of land for educational use. PVGC and Casey at the Bat are the two remaining recreation amenities.
- 2.3 Currently, the Complex consists of 93.688 acres (see **Exhibit 2 – Map**) and is operated by Southern California Golf, LLC ("Current Manager") under a Use Management Agreement ("UMA") with the County, which will expire on April 30, 2026. The County intends to continue the site's use as a golf course or redevelop it for an Alternate Recreational Amenity. The goal is to enhance public access, increase utilization, improve financial sustainability, and deliver high-quality recreation services while preserving public interest (e.g., affordability, open access, environmental stewardship). Fees charged to the public will generate revenue, a portion of which will be returned to the County as concession fees.
- 2.4 The Selected Respondent will enter a long-term Contract and be responsible year-round to promote, manage, operate, maintain, and improve the Complex. No land acquisition or transfer of underlying land is intended; the Contract conveys use and occupancy rights, not ownership.

2.5 The benefits of developing within the Maricopa County Regional Park system include:

- A. Term to 25 years, with possible extensions
- B. No land acquisition costs
- C. No property taxes
- D. Prime location
- E. Established recreation destination

3.0 OBJECTIVES OF THIS ITN

- 3.1 This ITN will define the general requirements and essential services being sought by the County (see **Section 4.0 – Scope of Work**), as well as the Proposal procedures, evaluation, and award criteria, and other factors pertinent to this ITN and subsequent Contract (see **Exhibit 4 – Sample Contract**). The Contract is included to illustrate the types of provisions the County desires. The County reserves the right to negotiate and modify (add/delete) provisions contained in this Sample Contract. The final terms of the Contract will be determined based on negotiations between the County and the Selected Respondent.
- 3.2 The ITN process described herein is to select a qualified Respondent to promote, manage, operate, maintain, and improve the Complex or provide an Alternate Recreational Amenity.
 - A. The Complex consists of an 18-hole, par-61 executive course, with a yardage of 4,082. Amenities include a 2,400-square-foot pro shop with a snack bar; a cart storage/maintenance facility; restrooms/potable water; a driving range; and a putting/chipping area (see **Section 4.0 – Scope of Work** for additional information).
 - B. Alternate Recreational Amenity shall be designed for recreational use, serving governmental or educational purposes, and be open to the public (see **Section 4.0 – Scope of Work** for additional information). Development must be consistent with the Park Master Plan (see **Exhibit 3 – Master Plan**), and applicable zoning/land use.
- 3.3 The County recognizes that effective public-private agreements can not only mobilize additional resources for recreation opportunities and programs county-wide but also improve their effectiveness. This leads to a more significant impact in sustaining a healthy park and recreation system, making the County a great place to live, work, and play. For-profit, non-profit, and government entities are encouraged to submit Responses to this solicitation.

4.0 SCOPE OF WORK

4.1 CONCESSION GUIDELINES

The Selected Respondent must demonstrate a genuine commitment to developing, financing, managing, and operating the Complex in a way that benefits park visitors and County residents, while expanding recreational opportunities. Key requirements include:

- A. Family-Friendly Activities – All activities must be appropriate for families and not offensive to the public.
- B. Non-Discrimination and Compliance – The Respondent must comply with all applicable federal, state, and local laws, including the Americans with Disabilities Act ("ADA"). Employment practices must also be free from discrimination.

- C. Planning and Permitting – The Selected Respondent is responsible for preparing and submitting plans, securing all permits, and ensuring compliance with codes. MCPRD does not issue permits.
- D. Operations and Costs – The Selected Respondent is responsible for covering expenses related to development, infrastructure improvements, staffing, advertising, maintenance, upgrades, and overall management of the Complex.
- E. Construction and Studies – The Selected Respondent must fund and complete all required planning, permitting, studies, construction, and performance guarantees.
- F. Indemnification – The Selected Respondent must indemnify and hold the County harmless against any claims or damages resulting from its activities or operations (see **Exhibit 4 – Sample Contract**).
- G. Insurance – At its own expense, the Selected Respondent must secure and maintain insurance coverage as required in the Sample Contract (see **Exhibit 4 – Sample Contract**).

4.2 CURRENT OPERATIONS FOR THE COMPLEX

Provide comprehensive management services, including operations, maintenance, food and beverage service, financial and reporting, and marketing and community engagement.

A. EXISTING COURSE OVERVIEW

1. The Complex consists of an 18-hole, par 61 Executive Course, with a yardage of 4,082. The course rating is 59.2, and the slope rating is 88. Amenities include a pro-shop, snack bar, maintenance facility, cart storage/maintenance facility, asphalt cart paths, restrooms/potable water, a driving range, and a putting/chipping area.
2. The pro shop, a 2,400-square-foot facility, was built in 1985 and is comprised of office and storage space; the retail portion of the pro shop; snack bar/food preparation area; and separate restrooms/changing rooms for men and women. The changing rooms do not have shower facilities. Representative merchandise/services in the pro shop:
 - Men's Clothing Apparel
 - Women's Clothing Apparel
 - Equipment Rental
 - Golf Club Sales
 - Ball and Glove Sales
 - Shoe Sales
 - Headwear Sales
 - Accessories
 - Golf Lessons
 - Food and Beverage Service
3. A 6,000-square-foot maintenance facility was constructed in 2002.

4. The current irrigation system was installed around 1970 and upgraded in 1985. The Selected Respondent will be required to maintain and upgrade the irrigation system, as needed. The existing lake and pond were lined in 1995 as part of a water conservation effort.

B. CURRENT RATING/SLOPE

1. Championship: 59.2/88
2. Regular: 58.5/85
3. Ladies: 57.9/85

Hole	Championship	Regular	Ladies	Par	Handicap
1	319	314	310	4	3
2	202	154	147	3	7
3	180	153	135	3	9
4	163	133	117	3	13
5	159	149	117	3	15
6	288	273	245	4	5
7	175	141	121	3	11
8	113	100	90	3	17
9	475	464	354	5	1
10	365	330	318	4	2
11	171	163	149	3	14
12	178	169	151	3	12
13	190	183	160	3	10
14	311	301	275	4	6
15	167	115	105	3	18
16	212	198	192	3	8
17	150	132	124	3	16
18	327	317	294	4	4
Total	4,145	3,789	3,404	61	171

C. REPRESENTATIVE TOTAL ROUNDS AND REPRESENTATIVE NET INCOME

TOTAL ROUNDS AND REPRESENTATIVE NET INCOME					
Month:	2020	2021	2022	2023	2024
Jan	3,275	3,619	3,953	3,321	2,883
Feb	3,602	4,244	4,193	3,861	3,886
Mar	3,849	4,786	4,683	4,457	4,445
Apr	3,296	4,148	3,764	3,840	3,548
May	3,033	3,043	2,700	2,768	2,781
June	2,809	1,976	2,166	2,741	2,161
July	2,143	2,181	1,882	1,889	1,519
Aug	1,782	2,120	1,810	1,838	1,538
Sept	2,697	2,387	2,037	2,412	1,943
Oct	1,939	1,917	1,937	1,742	1,073
Nov	3,568	3,689	3,029	3,057	2,772
Dec	3,595	7,595	3,053	3,081	3,081
Total	35,588	41,705	35,207	35,007	31,630
Monthly Average	2,966	3,475	2,934	2,917	2,636
Revenue	\$ 1,169,004	\$ 1,303,848	\$ 1,279,130	\$ 1,428,117	\$ 1,468,157
Cost of Revenue	\$ 57,380	\$ 62,961	\$ 70,296	\$ 75,307	\$ 84,038
Operating Expenses	\$ 1,102,916	\$ 1,134,664	\$ 1,217,306	\$ 1,228,624	\$ 1,330,450
Net Income	\$ 8,708	\$ 106,223	\$ (8,472)	\$ 124,186	\$ 53,669

D. CURRENT WINTER RATES (ALL RATES ARE DETERMINED SEASONALLY)

Winter Rate Schedule				
<u>ONLINE RATES ARE ONLY AVAILABLE WHEN MAKING RESERVATIONS ONLINE</u>				
	Monday thru Thursday		Weekends	
Open to 12pm	\$45.00 + tax w/cart	\$35.00 + tax Walking	\$49.00 + tax w/cart	\$39.00 + tax Walking
12pm to Close	\$36.00 + tax w/cart	\$28.00 + tax Walking	\$39.00 + tax w/cart	\$31.00 + tax Walking
9 Holes	\$29.00 + tax w/cart	\$23.00 + tax Walking	\$32.00 + tax w/cart	\$26.00 + tax Walking
Jr. 9 Holes*	\$9.00 + tax Walking		\$11.00 + tax Walking	
Jr. 18 Holes*	\$14.00 + tax Walking		\$16.00 + tax Walking	

* Junior Rate Valid after 12pm

4.3 EXPECTATIONS FOR MANAGEMENT OF GOLF COURSE

Provide comprehensive management and operation of the golf course, including daily operations, course and facility maintenance, staffing, customer service, financial reporting, marketing, and community engagement, in a manner that ensures high-quality public recreational use and long-term sustainability. The Respondent shall achieve measurable annual performance outcomes to include, but not limited to, course conditions, pace of play, customer satisfaction, and operations, as evaluated annually by the County using objective measures.

A. MANAGEMENT AND OPERATIONS

1. Manage daily golf operations, including tee time reservations, tournament scheduling, and customer service.
2. The golf course manager shall maintain an acceptable pace of play and manage tee time scheduling to minimize customer wait times. Performance will be evaluated based on average round times by time of day and day of week, and adherence to established tee time intervals, including how closely start actual tee times align with scheduled times.
3. Staff the facility appropriately, including a general manager, golf professionals, maintenance personnel, food and beverage staff, and administrative support to ensure adequate staffing coverage, golf cart availability with minimal downtime, and compliance with scheduled facility opening and closing times.
4. Ensure ADA compliance, along with safety protocols and risk management practices.
5. Performance under this section may be evaluated using metrics including, but not limited to, customer complaint rates per 1,000 rounds played, County-conducted spot-check evaluations, and customer satisfaction survey results.

B. GOLF COURSE MAINTENANCE

1. Maintain the golf course grounds following industry best practices and standards for turf management.
2. Maintain the facility and grounds; routine inspection and maintenance of carts, facilities, clubhouse, and practice areas; perform necessary repairs; and ensure compliance with environmental and air quality regulations and pest control requirements to maintain a safe and healthy environment.

3. Develop and implement an annual maintenance plan, including fertilization, aeration, pest management, irrigation, mowing, and landscaping, with an annual assessment of turf health and course conditions, defined thresholds for acceptable turf loss, and corrective actions to address bare or damaged areas within established timeframes.
4. Maintain all facilities, equipment, and infrastructure, including the clubhouse, golf carts, maintenance buildings, parking lot, and practice areas, by conducting routine inspections and performing regular maintenance and repairs as needed.
5. Take responsibility for utility meters, obtain permits, install, and pay for all required utilities through separate accounts, and cover related costs.
6. A County-owned well provides non-potable irrigation water.
 - Water use for golf course operations is regulated by the Arizona Department of Water Resources (ADWR). The golf course shall maintain continuous compliance with all applicable ADWR water allocations, conservation plans, and regulatory requirements.
 - Maintain and cover all costs of repairs of the pump, well, meters, electrical distribution, storage tanks, booster systems, and piping; and
 - Reimburse the County for the annual Arizona Department of Water Resources published distribution rate for non-potable irrigation water used; and
 - Reimburse the County for the electricity used to deliver the non-potable water or set up an account directly with the electrical provider, Arizona Public Service.

C. FOOD AND BEVERAGE SERVICES

1. Operate and manage food and beverage services, including but not limited to a restaurant, snack bar, beverage cart services, and event catering.
2. Keep all required health permits and licenses and follow all relevant local and state food service regulations.
3. Deliver excellent customer service and menu options aligned with community standards and pricing guidelines.

D. FINANCIAL AND REPORTING REQUIREMENTS

1. Collect and manage all revenues from green fees, cart rentals, merchandise, food and beverage, and other sources.
2. Provide detailed monthly and annual financial reports to the County, including income statements, balance sheets, and rounds played, to include average revenue per round of golf.
3. Annually develop and follow an annual budget for operating, maintenance, and capital improvement budgets, subject to County review and approval.
4. Maintain accurate financial records and be subject to periodic audits by the County.

E. MARKETING AND COMMUNITY ENGAGEMENT

1. Create and execute a detailed marketing and outreach strategy to promote the course locally and regionally, with measurable objectives such as increased participation, attendance, or usage, evaluated annually.
2. Offer programs that promote community involvement, such as junior golf, senior leagues, women's golf events, and collaborations with schools or nonprofits, with measurable objectives to increase participation or usage, evaluated annually.
3. Coordinate tournaments, special events, and partnerships that boost the course's reputation and financial sustainability, with the objective of establishing and maintaining measurable partnerships, evaluated annually.

F. CAPITAL IMPROVEMENTS AND LONG-TERM PLANNING

1. Collaborate with the County to identify and prioritize capital improvements.
2. Provide to the County the development of long-term strategic plans to enhance the golf course facilities and services, including preparation, annual submission, and implementation of a capital maintenance plan.

4.4 EXPECTATIONS FOR ALTERNATE RECREATIONAL AMENITY

Provide comprehensive development and planning, along with full-service management—including operations, maintenance, amenity services, financial reporting, marketing, and community engagement for the Alternate Recreational Amenity. Performance under this section will be evaluated annually using measurable outcomes appropriate to the type of Alternate Recreational Amenity proposed, which may include participation levels, customer satisfaction, facility condition, financial performance, and community engagement.

A. ALTERNATE RECREATIONAL AMENITY

The Alternate Recreational Amenity would be a public facility or site developed and managed for recreational purposes other than a traditional golf course. It may include a combination of active and passive recreation opportunities that provide year-round community benefits. It could also be a mix of an Alternate Recreational Amenity and a smaller golf course. The design, programming, and operations should be flexible to meet diverse public needs, generate sustainable revenue, and improve overall park and recreation offerings within the County.

1. Detailed description of the proposed Alternate Recreational Amenity use(s), supporting community needs, and demonstrating accessibility, affordability, and broad community service (youth, seniors, adaptive recreation, and families).
2. Active recreation.
3. Passive recreation.
4. To include support facilities (ancillary).

B. DEVELOPMENT AND PLANNING

1. Prepare and submit comprehensive development, design, and planning documents, including concept, preliminary, final, and as-built plans.
2. Obtain all required permits, approvals, and environmental clearances.
3. Ensure compliance with federal, state, and local regulations, including accessibility and environmental standards.

4. Conduct and fund all required studies, assessments, and reporting.

C. OPERATIONS AND MANAGEMENT

1. Provide management of the Alternate Recreational Amenity, ensuring safe, efficient, and high-quality daily operations.
2. Establish and maintain amenity services suitable for the facility (such as recreation programs, event coordination, or specialized services depending on the type of amenity).
3. Establish policies, procedures, and staffing needed for smooth operation.
4. Maintain customer service standards consistent with the County's expectations.
5. The Respondent shall meet measurable operational performance outcomes, which may include customer satisfaction results, complaint rates related to facility usage, and County spot-check evaluations, with performance reviewed on an annual basis.

D. FACILITY AND GROUNDS MAINTENANCE

1. Conduct all maintenance, repairs, and custodial tasks needed to keep the facility in top condition.
2. Monitor and maintain grounds, landscaping, irrigation, and pest control.
3. Ensure compliance with all environmental, safety, and air-quality regulations.
4. Provide preventative maintenance schedules and capital improvement plans.
5. The Respondent shall maintain the facility and grounds in a condition that meets County standards, as measured by periodic inspections, preventative maintenance completion, and timely correction of identified deficiencies within established timeframe

E. UTILITIES AND INFRASTRUCTURE

1. Establish, operate, and maintain all required utility connections (water, sewer, electric, telecommunications, and internet).
2. Pay all utility fees directly or reimburse the County as applicable.
3. Maintain and repair associated utility infrastructure.
4. Non-potable irrigation water, if needed, is provided by the County-owned well.
 - Maintain and cover all costs of repairs of the pump, well, meters, and piping; and
 - Reimburse the County for the annual Arizona Department of Water Resources published distribution rate for non-potable irrigation water used; and
 - Reimburse the County for the electricity used to deliver the non-potable water or set up an account directly with the electrical provider (Arizona Public Service).

F. FINANCIAL MANAGEMENT AND REPORTING

1. Operate the Alternate Recreational Amenity on a for-profit basis with a transparent financial model.

2. Collect all revenues, fees, and charges, and remit the agreed-upon concession fees to the County.
3. Maintain accurate financial records and provide monthly and annual reports to the County.
4. Develop and manage an annual operating budget, subject to County review.

G. MARKETING AND COMMUNITY ENGAGEMENT

1. Develop and implement a detailed marketing plan to promote the Alternate Recreational Amenity and increase community engagement, with at least one measurable annual objective related to participation, attendance, or usage, and annual reporting on outcomes.
2. Collaborate with the County and the City of Phoenix to foster community partnerships, with the goal of establishing or maintaining at least one measurable partnership initiative annually, evaluated through agreed-upon outcomes.
3. Offer programs and services that improve public access, recreation, and enjoyment, including at least one new or enhanced offer annually and tracking participation or usage data to evaluate effectiveness.

H. IMPROVEMENTS AND CAPITAL INVESTMENTS

1. Plan, fund, and execute capital improvements and renovations, pending County approval.
2. Submit annual proposals for improvements, including budgets and schedules.
3. Provide "as-built" plans upon completing the improvements.

4.5 TRANSITION OF MANAGEMENT

A. PROPERTY AND EQUIPMENT RETAINED BY CURRENT MANAGER

Under the current UMA, the Current Manager will retain ownership of, and remove from the property upon transition, the following:

1. Maintenance Equipment – All tools, mowers, aerators, sweepers, blowers, utility vehicles or similar equipment, and spare parts inventory associated with such equipment.
2. Consumable Products – Items such as grass seed, fertilizer, and similar items.
3. Pro Shop Assets – All pro shop furniture, inventory, work counters, computers, cash registers, display racks, storage cabinets, and office furniture.

Exception – Shelving and display racks attached to walls or other fixtures may be removed; however, the Current Manager is responsible for repairing any damage resulting from removal in a manner acceptable to the County. Built-in cabinets, closets, and display cases intended as permanent fixtures will stay with the County.

4. Kitchen Equipment – All kitchen equipment (e.g., stoves, refrigerators, coolers, dishwashers, ventilation hoods), unless they are built-in or attached in a way that removal would cause damage to the structure. Built-in equipment will stay with the County.

5. Food Service Assets – All cooking utensils, food and beverage inventory, serving pieces, and other items associated with food preparation and service. The Current Manager will also retain ownership of all tables and chairs, indoor and outdoor, associated with food and beverage service.
6. Golf Carts and Related Equipment – All golf carts, equipment used for operating and maintaining golf carts, spare parts, and related pro-shop inventory.

B. PROPERTY AND EQUIPMENT RETAINED BY COUNTY

The County will retain ownership of, and all such items will remain on the property upon transition, including the following:

1. Buildings – Including, but not limited to, the pro shop, restaurant, maintenance sheds, cart barns, and restrooms.
2. Infrastructure – All utilities, irrigation systems, and pumps associated with the golf course operation, to include electrical distribution systems.
3. Landscaping – Existing landscaping such as trees, fountains/water features, and benches.
4. Golf Course Improvements – Items such as yardage markers, tee box numbers, and boundary markers.
5. Fixtures – All fixtures, including toilets, sinks, showers (if applicable), kitchen sinks, fans, and light fixtures.
6. Fuel Storage Tanks – All tanks currently on site. The Current Manager is authorized to remove remaining fuel prior to transition.
7. Security Structures – Existing fencing, gates, netting, and other protective structures, including but not limited to those around the driving range and fuel storage tanks.

C. ACQUISITION OF CURRENT MANAGER'S RETAINED ITEMS

If the Selected Respondent desires to acquire any items retained by the Current Manager, such negotiations shall be conducted directly between the Selected Respondent and the Current Manager. The County will not mediate or participate in these discussions.

5.0 ASSURANCE – SURETY BOND

- 5.1 Each Response must be accompanied by a surety bond, cashier's or certified check, or postal money order in the amount of \$20,000, made payable to the Treasurer of Maricopa County must be postmarked by March 31, 2026. All bonds must comply with Arizona Revised Statutes (A.R.S.) Title 34, Chapter 2, Article 2, and must be executed solely by a surety company authorized to transact business in Arizona and holding a Certificate of Authority issued by the Director of the Arizona Department of Insurance. While the use of the County Supplied Bond Form (Exhibit 5) is encouraged, it is not mandatory.
- 5.2 Within 365 calendar days from the date of Notice of Good Faith issued by MCPRD, the Selected Respondent is expected to enter into a formal Contract for the faithful performance of the work.
- 5.3 Failure by the Selected Respondent to continue negotiations in good faith, such as unreasonable delays in responding to comments on a proposed draft Contract, may result in either an extension of the stated timeline or the termination of negotiations. In either case, the Selected

Respondent will be notified in writing. If the Selected Respondent ultimately fails to enter the Contract or perform as required, the assurance will be forfeited to the County.

6.0 PROPOSAL COMPONENTS

6.1 SUBMISSION GUIDELINES

Respondents are solely responsible for submitting Proposals, including any modifications or withdrawals, by the designated deadline as indicated above in the Schedule of Events. Any Response, modification, or withdrawal received after the designated time is late, per Paragraph MC1-321 of the Maricopa County Procurement Code; late submissions will be rejected and not evaluated. The Response shall consist of:

- A. Proposal
- B. Attachment A – Agreement Page
- C. Attachment B – References
- D. Surety bond, cashier's or certified check, or postal money order in the amount of \$20,000.

6.2 PROPOSAL FORMAT AND CONTENT

To ensure consistency and facilitate the evaluation of submitted Responses, all Proposals must follow the same general format. Responses shall be submitted electronically through www.bidnetdirect.com in accordance with **Exhibit 1 – BIDNET DIRECT ELECTRONIC SUBMISSION INSTRUCTIONS**.

Proposals are limited to 50 pages, formatted in 10-point font. To assist with preparation, the following checklist provides a breakdown of all required components. This format is intended to help Respondents in organizing their Proposal, confirm completeness, and comply with the page and font requirements.

A. TABLE OF CONTENTS

Clearly list each section with corresponding page numbers.

B. LETTER OF TRANSMITTAL

1. Signed and dated by an authorized official.
2. Contact information (name, title, address, phone, email).
3. Legal name of Respondent entity.

C. EXECUTIVE SUMMARY

1. The Executive Summary should be clear, concise, and provide a high-level overview/vision that captures the Respondent's primary strengths and value to the County.

- Complex

The summary should outline the approach to managing and maintaining the golf course, propose improvements, and include a vision for sustainable operations. It must highlight key enhancements and innovations, and how these will improve the golfer experience, boost financial performance, align with community needs, and the County's objectives, and/or Alternative Recreation Amenity.

- Alternate Recreational Amenity
The summary should clearly describe the amenity concept, its purpose, and community benefits. Respondents should emphasize the core benefits and what sets the amenity apart from other recreation options, including any unique features, operational strengths, or value-added components. The Executive Summary should be persuasive and demonstrate how the proposal meets community needs and County goals.

2. Provide a high-level overview of the proposed compensation structure (concession fee paid to the County).

D. PROPOSAL (MAIN BODY)

1. Respondent Background and Qualifications

- Depth of experience in the golf course industry and/or alternative recreation industry.
- Demonstrated expertise in land development, infrastructure, and similar concessions.
- Company background, years in business, financial and organizational capacity.
- Documented history of successful projects with governmental agencies or similar clients.
- Strength and relevance of references, including financial references.
- Litigation/claims disclosure demonstrating low legal/financial risk.

2. Management and Operations Plan

- Description of your recommendations for preventive and corrective maintenance, custodial and groundskeeping practices, and measures to ensure safety, accessibility, and compliance with applicable standards. Recommendations should also address sustainability practices, such as energy and water conservation.
- For the Complex, provide maintenance standards for greens/tees (including seasonal), fairways, roughs, hazards, trees, landscape features, buildings, cart paths, roads, parking areas, irrigation systems, utility systems, and related equipment and non-play areas.
- Recommend staffing levels by job type (management, supervision, labor, and specialized or skilled personnel), by function, and by season.
- Ensure clarity and feasibility of the operational philosophy and management approach.
- Demonstrate the ability to increase usage, improve the customer experience, and maintain the facility.
- Present a quality and relevant staff plan, including the qualifications of key personnel.
- Outline the proposed customer service program and approach to marketing and advertising.

- Highlight environmental practices, including knowledge of applicable laws and regulations and past conservation successes.

3. Conceptual Design for Alternate Recreational Amenity (If Applicable)

Provide a conceptual site plan for the Alternate Recreational Amenity that illustrates the vision and intended functions of facilities and open spaces, showing how the site will serve its users and operate cohesively with residents and local businesses (see **Section 4.0 – Scope of Work** for additional information):

- Quality, creativity, and feasibility of the conceptual site development plan for recreation.
- Appropriateness of proposed Alternate Recreational Amenities and support facilities.
- Completeness of conceptual site development plan, including infrastructure considerations and phasing.
- Incorporation of environmentally responsible design principles and practices.
- Realism and detail of the preliminary Alternate Recreational Amenity schedule.

4. Financial Stability

- Demonstrate financial capacity and ability to access capital rapidly.
- Identify credible sources of funding (equity, debt, grants, etc.).
- Completeness of financial documentation and creditworthiness of Respondent.
- 5-year pro forma, including assumptions and methodology.
- Reasonableness of proposed pricing methodology and financial benefits (concession fee payments) to the County.

5. Representative Price Schedule

Provide the public consumable price schedule for a representative sample of the proposed products and services, and explain the process for establishing prices, considering comparable markets and the cost of doing business. Include a summary of how the proposed pricing strategy aligns with the Respondent's financial pro forma.

6. Surety Bond/Financial Assurance

Include a scanned copy of:

- Surety bond; or
- Cashier's/certified check; or
- Postal money order for \$20,000.

If sending a physical check/money order:

- Payable to Maricopa County Treasurer

- Mark envelope with:
260082-ITN Promote, Manage, Operate, Maintain, and Improve Paradise Valley Golf Course, or Provide an Alternate Recreational Amenity, at Paradise Valley Urban Park.
- Deliver to:
Maricopa County Parks and Recreation Department
Attn: Contract Administrator
41835 N Castle Hot Springs Road
Morristown, AZ 85342

7. Additional Relevant Information/Value-Added Elements

- Unique capabilities and innovation strategies that enhance the Complex or Alternate Recreational Amenity.
- Demonstrated community involvement.
- Value-added services or enhancements that increase public benefit or operational efficiency.

7.0 EVALUATION OF PROPOSALS – SELECTION FACTORS

7.1 EVALUATION

All Responses will be evaluated based on their ability to achieve the desired result.

Participation in this process does not obligate the County to pay any costs incurred in the preparation or submission of Responses. This ITN does not obligate the County or any of its departments to award a Contract or to complete the ITN process. The County reserves the right to amend, cancel, delay, or suspend the ITN if it determines such action is in its best interest. The County is not liable for any loss or expense resulting from the amendment, cancellation, delay, or rejection of any solicitation, bid, or award.

The County further reserves the right to:

- A. Reject any or all Proposals, waive informalities, or request clarification of information submitted.
- B. Reject or determine the Response is non-responsive.
- C. Decline to award a Contract.
- D. Allow revision of Proposals after submitting them and before awarding the Selected Respondent a notice of Good Faith to negotiate a Contract.
- E. Extend the deadline for Proposals and/or waive minor irregularities, informalities, and/or failures to conform to the ITN.
- F. Investigate the references of the past performances of any Respondent with respect to the performance of similar services, compliance with specifications and contractual obligations, and its payment of suppliers, subcontractors, and workers, and any other employment-related claims.

- G. Award this Contract to multiple Respondents. The County reserves the right to award in whole or in part, by item or group of items, by section or geographic area, or make multiple awards, where such action serves the County's best interest.
- H. If only one Response is determined to be qualified, the County may, at its discretion, decide to pursue a sole source Contract.
 - I. Negotiate contractual terms or conditions with the Selected Respondent(s).

7.2 SELECTION CRITERIA

To ensure a fair and thorough evaluation, the County will utilize the following process and criteria to assess all Proposals submitted in response to this solicitation.

A. EVALUATION COMMITTEE REVIEW

A Proposal Evaluation Committee ("Committee"), chaired by the Contract Administrator, will be appointed to review and assess each submitted Proposal. This Committee will be responsible for conducting quality assessment screenings and scoring Proposals based on the criteria outlined below. At the County's discretion, Respondents may be invited to participate in interviews or presentations to clarify the content of their Proposal further or demonstrate their qualifications.

A. EVALUATION CRITERIA

Proposals will be evaluated on the following criteria. Each section of the Proposal will be scored based on the extent to which it demonstrates the Respondent's qualifications, understanding, and ability to successfully perform the services described in this solicitation, as it relates to the recreation being proposed (the Complex or Alternate Recreational Amenity).

1. Respondent background and qualifications
2. Management and operations plan
3. Financial stability
4. Additional relevant Information / value-added elements
5. Overall benefit to the County and the public
6. Proposed performance metrics

B. FINAL SELECTION PROCESS

Following the evaluation process:

1. The Proposal Evaluation Committee will make a formal recommendation to the MCPRD Director based on the overall scores and findings.
2. The Director will review the Committee's recommendation and, if in agreement, may issue a notice of Good Faith to negotiate with the Selected Respondent(s).
3. Final Contract terms will be negotiated with the Selected Respondent(s) within 365 calendar days of Notice of Good Faith. Failure by the Selected Respondent(s) to negotiate in good faith may result in an extension of the stated timeline or the termination of negotiations. If negotiations are unsuccessful, the County reserves the right to enter into negotiations with the next-highest-ranked Respondent(s).

8.0 POST PROPOSAL RESPONSIBILITY AND TIMELINE REQUIREMENT

8.1 SELECTED RESPONDENT RESPONSIBILITIES

From the time MCPRD has issued the Notice of Good Faith to the Selected Respondent(s), the following will be completed within the time frame specified:

A. RESPONSES FOR THE COMPLEX

1. The Selected Respondent(s) must provide documentation from a financial institution or other credible source approved by the County that demonstrates funding is readily available to complete the proposed management before submission of the Contract(s) to the Maricopa County Board of Supervisors ("Board").
2. The Selected Respondent(s) will complete any later phases of improvements or development, if applicable, within the time frame(s) specified in the Contract(s).
3. The Selected Respondent(s) will be responsible for identifying the appropriate permitting agencies and paying all fees unless otherwise stated in the Contract(s).
4. If timely completion is delayed due to complications in performing required environmental studies, planning, or permitting, the County may, at its sole discretion, extend any applicable timeline.

B. RESPONSES FOR ALTERNATIVE RECREATIONAL AMENITY

1. The Selected Respondent(s) must provide documentation from a financial institution or other credible source approved by the County that demonstrates funding is readily available to fully finance the Alternate Recreational Amenity, before submission of the Contract(s) to the Board. The Alternate Recreational Amenity may be completed in phases.
2. The Selected Respondent(s) must complete the required environmental studies within one year from the effective date of the Contract(s). Environmental studies may include, but are not limited to, natural and cultural studies or requirements from regulatory agencies.
3. The Selected Respondent(s) will participate, as deemed appropriate by the MCPRD, in any effort to amend the Park Master Plan (see **Exhibit 3 – Master Plan**), including, without limitation, participation in public outreach or public meetings.
4. The Selected Respondent(s) will be responsible for identifying the appropriate permitting agencies and paying all fees unless otherwise stated in the Contract(s).
5. The Selected Respondent(s) will complete planning and permitting requirements, if needed, for the initial phase(s), if phased, or the entire Alternate Recreational Amenity if not phased, within two years from the effective date(s) of the Contract(s). Permitting and approval agencies may include, but are not limited to, the City of Phoenix, Maricopa County Planning and Development, Maricopa County Environmental Services, Arizona Department of Environmental Quality, and the Maricopa County Association of Governments.
6. The Selected Respondent(s) will obtain a Certificate of Occupancy, and the initial phase of the Alternate Recreational Amenity will be open to the public within two years from the effective date(s) of the Contract(s).
7. The Selected Respondent(s) will complete any later phases of improvements or development, if applicable, within the time frame(s) specified in the Contract(s).

8. If timely completion is delayed due to complications in performing required environmental studies, planning, or permitting, the County may, at its sole discretion, extend any applicable timeline.

8.2 COUNTY RESPONSIBILITIES

- A. Facilitate and assist, where possible, by using information from existing agreements, including identifying development restrictions, concerns, and other applicable details.
- B. Facilitate, where possible, the meeting of timelines as stipulated in this ITN and Contract(s).
- C. Provide data, if available, to assist the Selected Respondent(s) in preparing required environmental and cultural surveys or other studies.
- D. Facilitate all procurement actions necessary to reach a final Contract(s) to be presented to the Board.
- E. Assist in contacting and working with agencies interested in, or jurisdiction over, the development site, such as, but not limited to, private utility or governmental agencies.
- F. Provide, if available, all pertinent "as-built" drawings related to Park construction.

9.0 CONFIDENTIALITY

Under Arizona law, all offers submitted and opened are public records and must be retained by the County at the Maricopa County Parks and Recreation Department. Offers shall be open to public inspection and copying after contract award and execution, except for such offers or sections thereof determined to contain proprietary or confidential information by the Office of Procurement Services. If an offeror believes that information in its offer or any resulting contract should not be released in response to a public record request, under Arizona law, the offeror shall indicate the specific information deemed confidential or proprietary and submit a statement with its offer detailing the reasons that the information should not be disclosed. Such reasons shall include the specific harm or prejudice which may arise from disclosure. The Chief Procurement Officer of the Office of Procurement Services shall determine whether the identified information is confidential pursuant to the Maricopa County Procurement Code.

ATTACHMENT A: AGREEMENT PAGE

Attachment A – Agreement Page is a fillable form on Bidnet Direct in the “Documents” section for this bid. It must be completed as part of the bid packet submission.

ATTACHMENT B: REFERENCES

Attachment B – References is a fillable form on Bidnet Direct in the “Documents” section for this bid. It must be completed as part of the bid packet submission.



EXHIBIT 1: BIDNET DIRECT ELECTRONIC SUBMISSION INSTRUCTIONS

It is the sole responsibility of the vendor to ensure that the response, including all necessary attachments, is received prior to the indicated closing date and time, Mountain Standard Time.

Be aware that submitting a password in the e-procurement platform acts as an electronic signature which is just as legal and binding as an original signature (see Electronic Signatures in Global and National Commerce Act for more information).

Vendors must be registered in BidNet Direct to the Arizona Purchasing Group in order to participate in the bidding process for this solicitation.

Vendors can register for a free account at www.bidnetdirect.com. Registered users will be able to search for bids, access bid information and documents, receive notifications about bids, and submit bids via BidNet Direct (www.bidnetdirect.com) for all open Maricopa County bids.

ONLY RESPONSES THAT ARE SUBMITTED THROUGH BIDNET DIRECT WILL BE CONSIDERED.

For assistance with the e-procurement platform, contact BidNet Direct Vendor Support during regular business hours, Phone: 1-800-835-4603 or Email: support@bidnet.com. The BidNet Direct Support Department is available Monday-Friday from 8:00 am to 8:00 pm EST.

FINDING A SOLICITATION

Solicitations can be found by using the search bar if you know the name or number of the solicitation. If you are unsure of those, use the filter function on the left side navigation panel.

- Select Arizona, then Maricopa County from the Location filter.
- Select Member Agency Bids from the top tabs to see only Maricopa County bids.

The solicitation title and closing date/time will be displayed. Once you select the title, the solicitation will open and display basic information like the contact, purchase type and relevant dates. If a pre-bid conference is scheduled, you will see that on this page.

The left side navigation panel will display tabs.

- Select the DOCUMENTS tab to display all relevant documents. Be sure to read all documents in their entirety as these will provide specific submission instructions.
- If you are asked to provide pricing in a specific document, be sure to download the pricing document from the document list. You are required to download or read all documents prior to **submission**.

SUBMITTING YOUR BID (bid/Proposal/offer):

- Select the PLACE BID icon from the top right corner of your screen. A new window will pop up asking you to select PLACE A NEW BID or PLACE NO BID.
 - If you select Place No Bid, you will be prompted for a reason prior to submitting.
 - If you select Place New Bid, you will be routed to a page where you will upload all relevant documents.

Once you have provided pricing through the requested document or through the line-item pricing,

- Select NEXT. A window will open where you can take exceptions to any aspect of the Response requirements. If you have exceptions, please describe them here. If you do not, scroll down to Compliance & Authentication.

Please note if you have not read all the solicitation's related documents you will be prompted to read them all or risk non-compliance. You will enter your full name and password, then select SUBMIT BID. You will be asked if you are sure you want to proceed, if you select yes, you will be taken to a Bid Conformation page which states that your bid has been submitted.

You can print the confirmation or download a pdf of your submittal. You may withdraw or modify your Proposal until the date/time the bid closes. You will receive a notification if any questions are asked or if any changes are made to the solicitation. You may be required to submit an Acknowledgement of any addenda.

A RESPONDENT'S BID OFFER WILL NOT BE ACCEPTED AS RESPONSIVE BY THE COUNTY UNLESS ALL REQUIRED INFORMATION HAS BEEN PROVIDED. THIS INCLUDES VIEWING/ACCEPTING ALL DOCUMENTS, UPLOADING REQUIRED ATTACHMENTS/QUALIFICATIONS, AND PROVIDING A PROPOSAL.

MARICOPA COUNTY QUALIFICATIONS

If you provide A&E services or other related professional or construction services under Article 5 of the Maricopa County Procurement Code, please select the qualifications that you wish to be considered for under the Available Qualifications section. You will provide responses to the questions and upload the Pre-Qualification Application for each discipline.

ASKING A QUESTION

- In order to ask a question, select Ask Question from the available options on the right side. This will open a dialog box where you will input a subject, ask your question, and select SUBMIT. The contact will receive a notification that a question has been asked. Once the answer to the question has been published, anyone who has downloaded the documents related to the bid will receive notice that an answer has been posted, and will be able to view all the Q&A.
- Inquiries about the solicitation must be submitted via the e-procurement platform by the question deadline posted in the Bid Details.
- Inquiries may be submitted by telephone to the procurement officer for the solicitation but must be followed up in writing for the answer to be binding. No oral communication is binding on Maricopa County.
- Questions about the e-procurement platform's functionality must be directed to BidNet Direct. Phone: 1-800-835-4603, Email: support@bidnet.com

ADDITIONAL INFORMATION

When the Respondent clicks "Confirm and submit response," they acknowledge that the information and documents entered in the e-procurement platform are accurate and represent the actual Proposal.

The e-procurement platform registers the date and time the Proposal has been received. Receipt of a Respondent's Proposal does not necessarily mean that an offer is finalized. **ACCEPTANCE OF A RESPONDENT'S PROPOSAL BY THE E-PROCUREMENT PLATFORM IS NOT AN INDICATION THAT THE COUNTY HAS ACCEPTED A RESPONDENT'S OFFER. THE COUNTY WILL EVALUATE THE RESPONSES RECEIVED AND MAY DETERMINE A RESPONSE IS NON-RESPONSIVE IF THE RESPONDENT HAS FAILED TO INCLUDE ALL REQUIRED INFORMATION, INCLUDING ATTACHMENTS, WITH THEIR SUBMISSION.**

Be aware that entering information and uploading documents into the e-procurement platform may take considerable time. Allow sufficient time to complete the online forms and upload documents. The deadline for submitting information and documents will end at the closing time indicated in the solicitation. All information and documents must be fully entered, uploaded, acknowledged (confirmed), and recorded into the e-procurement platform before the closing time, or the system will stop the process, and the Response will be considered late and will not be accepted.

Responses submitted in the e-procurement platform are completely secure. No one (including County purchasing staff) can see Responses until after the deadline. Respondents may modify or change their response at any time prior to the closing deadline. However, all modifications or changes must be completed and acknowledged (confirmed) in the e-procurement platform prior to the deadline. The e-procurement platform will post a notice that the modification/change (new offer) has been received. This notice from the e-procurement platform **MUST** be recorded prior to the closing date and time, or the Response will be considered late and will not be accepted.

EXHIBIT 2: MAP

SEE BIDNET DIRECT FOR DOCUMENT "EXHIBIT 2 – MAP"

EXHIBIT 3: MASTER PLAN

SEE BIDNET DIRECT FOR DOCUMENT "EXHIBIT 3 – MASTER PLAN"

EXHIBIT 4: SAMPLE CONTRACT

SEE BIDNET DIRECT FOR DOCUMENT "EXHIBIT 4 – SAMPLE CONTRACT"

EXHIBIT 5: COUNTY SUPPLIED BOND FORM

SEE BIDNET DIRECT FOR DOCUMENT "EXHIBIT 5 – COUNTY SUPPLIED BOND FORM"