



## **REQUEST FOR PROPOSALS**

### **FINANCIAL FEASIBILITY AND ECONOMIC IMPACT ANALYSIS FOR CATALYST SITE 1 - BASEBALL STADIUM, ENTERTAINMENT & MIXED USE DEVELOPMENT**

**SCOPE:** The City of Fayetteville, North Carolina is seeking proposals from qualified firms for consulting services to explore the financial feasibility and economic impact related to the possible construction of a baseball stadium, entertainment & mixed use development on the Catalyst 1 Site as described in the following Statement of Needs Section.

#### **SUBMITTAL DUE DATE**

A total of six (6) copies of the proposal, providing the information requested in the Statement of Needs section, shall be submitted to the Fayetteville Public Works Commission Purchasing Office no later than **5:00 p.m., Tuesday, November 17, 2015**. Proposal packages should be plainly marked on the outside with the Offeror's name and **PROPOSAL: FINANCIAL FEASIBILITY AND ECONOMIC IMPACT ANALYSIS FOR CATALYST SITE 1**

Proposals should be mailed or hand delivered to:

Fayetteville Public Works Commission  
Attention: Gloria Wrench, Procurement Manager  
955 Old Wilmington Road  
Fayetteville, North Carolina 28301

#### **QUESTIONS**

Questions regarding this Request for Proposals shall be submitted in writing to the attention of Gloria Wrench, Procurement Manager, by fax at (910) 483-1429, or by e-mail to [gloria.wrench@faypwc.com](mailto:gloria.wrench@faypwc.com), no later than **5:00 p.m., Friday, November 6, 2015**.

Offeror's are strictly prohibited from contacting any FPWC or City official or employee regarding this RFP, except in the manner stated above. Violation of this provision is cause for immediate disqualification of the bidder.

## KEY CONTRACT TERMS AND CONDITIONS

1. Proposals shall be firm for acceptance by the City for a period of ninety (90) calendar days after the date and time set for receipt.
2. Proposals must be submitted in a sealed envelope; no faxed or e-mailed proposals will be accepted.
3. The City reserves the right to award this contract in whole or part, in the best interest of the City. The City further reserves the right to accept or reject any or all proposals.
4. The City reserves the right to request additional information it feels necessary to make a qualified judgment as to a firm's ability to perform the work.
5. The successful bidder shall not commence work under this Contract until he has obtained all insurance required under this paragraph, and such insurance has been approved by the City, nor shall the Contractor allow any subcontractor to commence work on his subcontract until all similar insurance has been so obtained and approved. See Other Provisions Section (2) (c) below titled "Subcontractors."

The insurance required for this contract is as follows:

- (a) Commercial General Liability ISO #CG 00 01 10 93: The Contractor shall take out and maintain during the life of this contract commercial general liability insurance with limits of \$1,000,000 per occurrence; \$1,000,000 aggregate other than products/completed operations; \$1,000,000 aggregate for products/completed.
- (b) Automobile Liability ISO #CA 00 01 12 93: The Contractor shall take out and maintain during the life of this contract automobile liability insurance in an amount not less than \$1,000,000 combined single limit per accident for bodily injury and property damage from owned, non-owned, and hired automobiles.
- (c) Workers' Compensation and Employers' Liability Insurance: The Contractor shall take out and maintain during the life of this contract workers' compensation insurance as required by the laws of the State of North Carolina and Employers' Liability with limits of \$100,000 each accident, \$500,000 policy limit and \$100,000 each employee for all employees employed on the project. In case any employee(s) engaged in work under this contract is or are not protected under the Workers' Compensation Statute, the Contractor shall provide adequate coverage for the protection of employees not otherwise protected.

### Acceptability of Insurance

All insurance policies shall be written by insurers licensed to do business in North Carolina. It is realized that certain business activities may not be readily insurable by admitted carriers. If insurance is written by non-admitted carriers whose names appear on the current listing of approved and non-admitted carriers prepared by the North Carolina Department of Insurance, such carriers will be favorably considered assuming they meet all other requirements. Non-admitted carriers should be so identified on the Certificate of Insurance form. The City reserves the right to reject any and all certificates or policies issued by insurers with a Best's rating less than A;VII.

### Indemnity Provision

Contractor assumes entire responsibility and liability for losses, expenses, demands and claims in connection with or arising out of any injury, or alleged injury (including death) to any person, or damage, or alleged damage, to property of the City of Fayetteville or others sustained or alleged to have been sustained in connection with or to have arisen out of or resulting from the negligence of the Contractor, his subcontractors, agents, and employees, in the performance of the work/service set forth in the Standard Specifications and Special Provisions, and any changes, addenda, or modifications including losses, expenses or damages sustained by the City of Fayetteville, and agrees to indemnify and hold harmless the City of Fayetteville, its officials, employees or volunteers from any and all such losses, expenses, damages, demands and claims and agrees to defend any suit or action brought against them, or any of them, based on any such alleged injury or damage, and to pay all damages, cost and expenses in connection therewith or resulting therefrom. As an integral part of this agreement Contractor agrees to purchase and maintain during the life of this contract contractual liability insurance in the amount required in the general liability insurance requirements and to furnish proper evidence thereof.

### Other Provisions:

- (1) Any deductible or self-insured retention must be declared to and approved by the City.
- (2) The policies are to contain, or be endorsed to contain, the following provisions:
  - (a) Commercial General Liability Coverage
    - 1) The City of Fayetteville, its officials, employees and volunteers are to be covered as additional insured as respects: liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor; premises owned, leased or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain

no special limitations on the scope of protection afforded to the City, its officials, employees or volunteers.

- 2) The Contractor's insurance coverage shall be primary insurance as respects the City, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City, its officials, employees or volunteers shall be excess of Contractor's insurance and shall not contribute with it.
- 3) Coverage shall state that Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

(b) All Coverages

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to:

City of Fayetteville Purchasing Office  
P.O. Box 1089  
Fayetteville, NC 28302-1089

Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City, its officials, employees, and volunteers. In the event the City is damaged by the failure of the Contractor to maintain such insurance and to so notify the City, the Contractor shall bear all reasonable costs properly attributable thereto.

(c) Subcontractors

Contractor shall include all subcontractors as insurers under its policies OR shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

(d) No Waiver of Immunity

Any insurance coverage required by the terms of this contract shall not be deemed a contract of insurance purchased by the City nor a waiver of the City's immunity pursuant to NCGS 160A-485.

# **STATEMENT OF NEEDS**

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## **1.0 Introduction**

### **1.1 Purpose**

To secure consulting services to perform market and financial analysis on the Catalyst 1 Site and provide recommendations regarding: a) the feasibility of constructing a new baseball stadium, and of attracting a new, professional minor league baseball organization to serve as its anchor tenant; b) the feasibility of developing on the same tract, a complex to include sports, recreational and cultural facilities; c) the feasibility of developing on the tract a privately owned, mixed use project to include residential; and d) the economic impact of a baseball stadium with accompanying mixed use development on the adjacent neighborhoods, the downtown area and Fayetteville State University.

### **1.2 Objective and Background**

The City of Fayetteville, North Carolina (the “City”) is interested in retaining an independent, objective consultant to undertake a study exploring the financial feasibility, and economic impact of constructing a new baseball stadium suitable for an A or AA minor league team, and potentially developing a mix of other uses on the site including sports, recreational and/or cultural facilities; and commercial and residential development. This Request for Proposals includes a brief background on the property in question, a scope of work that sets forth the tasks that the consulting team will undertake, and an outline of the expected contents of the document that this work is to produce. The goal of the study is to provide the City a comprehensive evaluation of the opportunities and risks associated with development of a new stadium and with potentially developing additional facilities on the Catalyst 1 site.

For the purposes of this Request for Proposals, the term “Contractor” refers to the offeror to whom the contract is awarded, and the term “offeror” refers to any party that submits a proposal in response to this solicitation. “Study Area” refers to the area covered by the Downtown Master Plan. The “Catalyst 1 site” is an approximately 17 acre tract in Fayetteville, NC. The majority of this tract is currently City-owned and there are plans to acquire the balance in the near future. W. Rowan Street to the South, Murchison Road to the West, the MLK Freeway to the South and the railroad tracks adjacent to Greensboro Street to the East bound the tract. In addition to the MLK Freeway, the site has good access to I-295 and Bragg Boulevard is close to downtown and Fayetteville State University and is adjacent to neighborhoods that are primarily residential.

### **1.3 Required Attachments**

Maps of the study area, previous studies and other relevant information can be found at the City’s website: <http://fayettevillenc.gov/government/city-departments/economic-and-business-development/redevelopment-projects>

## 2.0 Study Goals

The consultant shall:

- A. Express and reflect the interests of the community regarding development of the site for use as a baseball stadium, sports entertainment/recreation complex and mixed use development site, and present the results of the community engagement process outlined in the following Scope of Work.
- B. Assess market demand for a minor league professional baseball stadium, including type and number of events the market could support, user demand and potential for lease agreements, and City and community need for additional sports/recreational facilities.
- C. Determine the economic impact of constructing and operating the stadium and the other proposed accompanying development, including consumer spending, employment, and new revenues to the City and to Cumberland County, NC.
- D. Determine the financial feasibility of building and operating a baseball stadium; and the financial feasibility of building and operating additional sports/recreational/cultural facilities on the site, including an examination of market and alternative financing strategies.
- E. Determine the financial feasibility of attracting mixed-use development on the site.
- F. Recommend other potential use for the site, based upon site conditions, community interests, market demand, financial feasibility, developer interests, economic impact, and other relevant considerations.

## 2.1 Scope of Work

Below is a summary of the work phases and associated products to be completed by the Contractor to fulfill the parameters of the Study Goals above. The Contractor shall provide all necessary and reasonable services, resources and personnel to complete the services included herein. If services are to be provided by subcontractors, those subcontractors must be identified and their credentials included in any proposals submitted as outlined in 2.8.8.

## 2.2 Project Tracking and Preliminaries

Within 30 days of contract award, the Contractor shall meet with the City's Project Team for organizational and strategic meetings in order to:

- A. Finalize project expectations, including general project approach, schedule and deliverables,
- B. Determine the composition of the Community Engagement (Charrette) Team,
- C. Establish a schedule of regular meetings with the City project team to track project

progress and proactively address challenges or deviations from the work schedule and timeline.

### **2.3 Phase I: Organization and Review**

Phase I will include detailed project organization, the review of all relevant information by the Consultant, an on-site analysis, initial meetings with City project team, and the first round of interviews with stakeholders as defined by the City Project Team.

#### **2.3.1 Initial Review**

The Contractor shall begin by reviewing existing plans, studies and other data pertinent to the future of the Catalyst 1 site. The Contractor shall begin studying market-driven economic factors, transportation issues, previously completed studies and reports, and neighborhood dynamics. The City will provide information and documents to the Contractor to the extent practicable, to include:

- A. Extant plans considered relevant by the City Project Team
- B. Zoning and development ordinances
- C. Recent traffic counts or transportation studies
- D. Economic development plans or studies
- E. GIS data of land use, zoning, lot size, building square feet and lot coverage

#### **2.3.2 Perform User and Community Interviews/Surveys**

The Contractor shall design and execute a series of surveys and interviews with key stakeholder groups and neighborhood organizations defined and identified by the City Project Team. These instruments must provide supporting data for city/regional economic impact analyses, as well as the financial performance of a new stadium and strategies for including SWD&MB in Interviews with developers identified as stakeholders by the City must inform best use and mixed-use considerations and market projections. Information gained through this process will also inform preparations for a community charrette.

#### **2.3.4 Site Visit and Review**

The Contractor shall conduct a thorough on-site visit to allow key members of the charrette team an opportunity to familiarize themselves with the site and strategic plans for other potentially affected sites or projects prior to the charrette.

The team shall also review the existing urban form, the network of streets, blocks and lots, and building types adjacent to the site and in the Study Area. This preliminary on-site visit shall also

include an early examination of the land use, transportation, economic and urban design elements in the Study Area. Interviews will be conducted with appropriate stakeholders as defined by the City Project Team. Stakeholder groups will likely include public officials, property owners, potential stadium user organizations, neighborhood representatives, local design professionals, developers, and business organizations.

## **2.4 Phase II: Preliminary Market and Economic Impact Analyses**

Phase II will include preliminary market and economic impact analyses of the project. The level of detail for these analyses must be sufficient to inform participants in a community charrette, and the City Project Team about the market demand for a stadium and for a mix of other uses; community support for development of the stadium and other developments on the site; feasible financing structures for such projects, and other important considerations relevant to the site and the study area. To ensure continuity and consistency of process, the methodology and product of these analyses must be easily built upon for final analyses in support of the ultimate recommendations of the study. The Contractor shall make clear the data, assumptions, and methodologies upon which these estimates rest, and shall make the same available as an appendix to the analyses.

### **2.4.1 Market Analysis**

The Contractor shall prepare a comprehensive market analysis of the site. The market analysis must:

- A. Provide demographic information for the market served by the stadium and other proposed facilities;
- B. Based on market demand, market size and capacity, site constraints, and financial feasibility, determine the capacity of the site for the optimal size of a new stadium, other sports/recreational/entertainment facilities, and mixed use development;
- C. Include an assessment of the marketplace for a minor league baseball stadium, to determine market demand, leakage, competition and the potential for attracting a minor league team;
- D. Include an assessment of the marketplace for the other proposed facilities (see B above); and
- E. Describe the impact of the proposed facilities on Fayetteville State University, the surrounding neighborhoods (e.g., connectivity; traffic, transportation and parking; increase in sound and light; and impact on neighborhood commercial and residential markets).

The analysis must include the following:

- A. Benchmarks based on comparable sports and entertainment facilities or complexes in similar markets, including size and capacity, anchor tenants, annual schedule of events,



attendance numbers, etc.

B. Market analysis specific to the new facilities, including:

- i. Demand for the use of facilities by the general public; community, scholastic, amateur, semi-professional, and professional sports organizations; with particular attention paid to Ft. Bragg and communities close to Fayetteville;
- ii. Demand and competition for a finite number of events, including primary and secondary venue competition;
- iii. Event types and projected attendance;
- iv. Projected sponsorship and advertising support;
- v. Specific needs of larger scale events and the market's capacity for a sports complex of suitable size for tournaments, games and events; and
- vi. Capacity of the site to include additional mixed-use development and the feasibility of integrating those uses with proposed sports or entertainment facilities.

#### **2.4.2 Economic Impact Analysis**

The purpose of this analysis is to estimate potential economic and fiscal impacts resulting from the different redevelopment options on the site. Such analysis must include, but is not be limited to:

- A. Estimates of the total economic output related to the construction and operation of a new baseball stadium:
  - i. Direct, indirect and induced spending (and derivation/source of multipliers);
  - ii. Direct and indirect employment (and derivation/source of multipliers), with clear differentiation between temporary and permanent, and part-time and full-time positions; and
  - iii. Tax revenues generated, including all tax revenues from all sources for the City and Cumberland County during all phases of the project.
- B. Discussion of additional benefits to the surrounding community.

#### **2.5 Phase III Charrette/Public Engagement Process**

Phase III includes the preparation and execution of a one and one half-day public participation charrette. The start-up activities include strategic preparations. For the Contractor, this

preparatory work will include, among other things: examining background information, assembling a sufficiently detailed base map with the assistance of the City Project Team, assisting the City in an outreach program, and organizing charrette logistics. The Contractor and City will work together on the promotional effort. The results of the charrette will inform the Contractor and City project team of community concerns and desires for a new baseball stadium for ongoing use of the facility for other events. It will also provide information regarding the desirability of using the balance of the site for other sports entertainment/recreational/cultural activities, as well as mixed-use development.

### **2.5.1 Base Data/Maps/Logistics**

The Contractor shall tailor the charrette to incorporate the findings and work done in the first two phases, as well as relevant background data provided by the City Project Team (see 2.3.1 above), and information gleaned from previous meetings, interviews, reports and documents.

The Contractor shall coordinate project logistics with the City and other stakeholders identified by the City project team to obtain the best possible community input.

The City will be responsible for all public relations efforts with regard to the project. The Consultant will assist with the public relations effort by providing guidance to the City based on prior experience on comparable projects. At the request of the City, the Consultant will be available to discuss the project with interested individuals.

### **2.5.2 Public Participation Charrette**

On mutually agreed upon dates, and at a location to be designated and arranged by the City Project Team, the Contractor shall conduct a public participation charrette for the Catalyst 1 Site. During the charrette, the Contractor shall provide an interdisciplinary team of professionals to work with and engage the community in discussing the potential impact of the construction and operations a stadium, and of adding additional facilities and uses to the site.

This information session and community discussion is intended to permit the Contractor to engage citizens and stakeholders through their inclusion in the visioning process. The format of the charrette will be designed to encourage participants to identify their goals for the community in a meaningful and constructive manner based on a generally established framework. The Contractor will develop this framework for approval by the City project team, based upon best practices for the execution of a public participation charrette. This active participation of citizens and stakeholders is critical to the project's success. The charrette will focus on engaging the community and gathering additional ideas, concepts, goals, and implementation strategies.

### **2.5.3 Public Presentation of Charrette Findings**

On a mutually agreed upon date following the conclusion of the charrette, the Contractor shall present an overview of the charrette findings and other work generated to date. A summary of the community reaction to the proposed rehabilitation, market analysis, transportation findings, and implementation strategies will also be presented, highlighting opportunities and detailing the roles and actions to facilitate implementation. A summary of initial guiding principles will also be presented for discussion. Attendance at this event by City officials will be encouraged, and all

other stakeholders as well as the general public should be encouraged to attend.

## **2.6 Phase IV: Financial Feasibility and Funding Analysis**

The focus of this Phase IV is to evaluate the financial feasibility of the construction of a stadium, site improvements; the construction of additional sports/recreation/ cultural facilities; and the construction of privately owned mixed use structures.

### **2.6.1 Basic Pro Forma Analysis**

The Contractor shall develop basic pro forma models for the design and construction phases of the project, one for a stadium itself, and one for each additional proposed facility discussed above. The pro forma must include:

- A. Projected construction and operating costs, based upon site conditions, market conditions, developer input, and comparison to similar projects in similar markets;
- B. Potential financing models, including all public and private debt and equity sources realistic to market conditions;
- C. Projected operating revenues, including a proposed flow of funds for debt financing; and
- D. Key ratios (including Cash-on-Cash Return, Debt Coverage Ratio and Internal Rate of Return).

The purpose of this basic pro forma is to inform decisions regarding financial feasibility of the different aspects of the project.

### **2.6.2 Financial Feasibility**

The Contractor shall present the pro forma analyses developed for section 2.6.1 “Basic Pro Forma Analysis” above to the City, and make recommendations regarding City support and participation based upon the financial feasibility of each part of the concept. In the final report, analysis shall be included to justify the elimination of those project concepts which are regarded as not feasible. More detailed analysis will be pursued for those project concepts which are regarded as feasible as outlined in 2.6.3 “Detailed Pro Forma and Sports Facility/Sports Complex Financial and Operating Analysis” below.

### **2.6.3 Detailed Pro Forma and Sports Facility/Sports Complex Financial and Operating Analysis**

The Contractor shall provide a detailed analysis of the financial feasibility and potential ownership and operating models for such a development. This analysis shall be based on the Contractor’s professional judgment, work done in the first three phases (especially 2.4 “Phase II: Preliminary Market and Economic Impact Analyses” and 2.5 “Phase III: Charrette/Public Engagement Process”), and comparable venues in similar markets. This analysis must include, at minimum:

- A. Pro forma operating assumptions to estimate revenue and operating expenses, including all revenue streams, number of events and attendees necessary to support ongoing operations, and additional infrastructure necessary to support such development (e.g., parking, roadway improvements, traffic control and utilities);
- B. Pro forma ownership and facility financing model, which must consider private ownership and financing, public ownership and financing, tax-increment financing, and any hybrid financing models which employ more than one of the above models. It should analyze the attractiveness in the market place to a minor league organization of owning or operating a new stadium in Fayetteville. This analysis should also include any likely public subsidy for the facility, including but not limited to tax incentives, loans, economic development performance or other grants, and other public sources. It should also include considerations of any private donations or private capitalization opportunities, such as sales of sponsorship and naming rights;
- C. Regional demand for the facilities in question and regional competition in the marketplace (existing public, private, and scholastic facilities);
- D. Consideration for the inclusion of other uses in the development, creating a mixed-use development anchored by one or more sports facilities;
- E. The findings of the charrette and interviews, and the Contractor's professional opinion of community support for the development of such facilities or complex;
- F. Citations and case examples from the other venues or complexes considered as comparables; and
- G. Consideration of facilities capable of supporting at least the following levels of athletic competition:
  - i. Tennis (high school, collegiate, semi-professional, professional)
  - ii. Soccer (high school, collegiate, semi-professional, professional)
  - iii. Football (high school, collegiate, semi-professional)
  - iv. Track and Field events (high school, collegiate)

## **2.7 Phase V: Final Recommendations and Plan Preparation**

Phase V includes the final production of a document that speaks to the financial feasibility and economic impact of building and operating a baseball stadium, making improvements related to the site, and adding other uses to the planned development of the site.

## **2.8 Final Report**

The contractor shall address each of the above phases in a section of the final report and redevelopment plan. The Contractor shall present no fewer than twelve (12) copies of the final plan as a printed document, organized in a tabbed binder or as a bound tabbed book. A digital version of this document must accompany each copy on a CD or thumb drive, and shall include a PDF version of the document itself, as well as source files or data collected during the project process.

### **2.8.1 Introduction**

This section must provide an introduction to the document, including:

- A. Study Objectives
- B. Professional Qualifications of the Consultant
- C. Project Process and Timeframe

#### **2.8.1.2 Section I Site Context**

This section must include a review of the prior existing plans, historical data, site conditions, zoning, traffic and parking conditions, and other information reviewed as described in 2.3 “Phase I: Organization and Review” above, including:

- A. Boundary Map
- B. Location and Historic Role of the Corridor
- C. Existing Site Conditions
  - i. Project area images
  - ii. Existing development patterns
  - iii. Transportation patterns
  - iv. Parking infrastructure
  - v. Public utilities

#### **2.8.1.3 Section II Market and Economic Analysis**

This section must include the market and economic impact analyses prepared as described in 2.4 “Phase II: Preliminary Market and Economic Impact Analyses” above. All data generated or used shall be cited, sourced, and appended.

#### **2.8.1.4 Section III Community Engagement**

This section must include a discussion of the process, outcomes, and materials and products of the community charrette conducted as described in 2.5 “Phase III: Charrette/Public Engagement Process” above. The organization and contents of this section will be dependent upon the charrette itself, but must reflect the work done, the public opinions represented, and all other material information generated by the process.

#### **2.8.1.5 Section IV. Financial Feasibility and Funding Analysis**

This section must address the financing of the most feasible and publicly acceptable redevelopment concepts as described in 2.6 “Phase IV: Financial Feasibility and Funding Analysis” above, including:

- A. Basic Pro Forma
- B. Likely Concepts

#### **2.8.1.6 Section V. Final Recommendations and Conclusion**

This section must deliver the Contractor’s professional recommendations for the City to pursue or abandon the project of constructing a baseball stadium and each of the other proposed facility types, based on the work done in Phases I-IV, and the conclusions drawn from the first four sections of this deliverable. This section must include:

- A. Professional Assessment of Financial Feasibility of the Sports Entertainment and Mixed Use development Complex Concept;
- B. Recommended Most Effective Financing Model for Any Recommended Projects;
- C. Recommended Key Inclusions and Considerations for a Construction RFQ and/or RFP;
- D. Analysis of Fayetteville’s ability to attract a minor league baseball team and the most attractive level (A, AA or other); and
- E. Any Final Notes.

#### **2.8.1.7 Appendix**

All data, studies, and descriptions of study methodology must be appended, and cited in the above sections to which they are relevant.

#### **2.9 Phase VI: Public Presentation**

Following the completion of the final deliverable as described in 2.7 “Phase V: Final Recommendations and Plan Preparation” above, the Contractor shall be available to present their findings and recommendations to the City Manager’s Office, the City Council, and the general public.

## **2.10 Proposal Contents.**

Submissions must include all of the information set forth in this section, must be limited to a total of 35 pages and be organized as set forth in this section.

### **2.10.1 Tab 1 – Signed Forms.**

This tab should include the completed and signed Signature Sheet,

### **2.10.2 Tab 2 – Statement of the Scope.**

In concise terms, state the Offeror's understanding of the scope of work presented by the RFP.

### **2.10.3 Tab 3 – Executive Summary.**

This tab should provide a brief summary of the proposal's contents, emphasizing any unique aspects or strengths of the proposal. The Executive Summary should not exceed three pages.

### **2.10.4 Tab 4 – Key Personnel.**

This tab should include the résumés or vitae of the offeror's key staff members. It should identify the specific employees assigned to provide the services solicited by this Request for Proposals. For each key person identified by the offeror, this tab should include the following information, provided in résumé format:

- A. Name and title;
- B. Office location and city of residence;
- C. Project responsibilities and roles;
- D. Educational background;
- E. Professional registrations and memberships (if applicable); and
- F. Years of relevant experience.

### **2.10.5 Tab 5 – Offeror History.**

This tab should include a comprehensive narrative history of the firm, including the development of its experience in providing an Economic Revitalization Strategy and the depth of resources to provide the Baseball Stadium, Entertainment & Mixed Use Development, Financial Feasibility and Economic Impact Analysis solicited by this Request for Proposals. Explain the size of your firm, including years in business, office locations and legal structure.

### **2.10.6 Tab 6 – References.**

This tab should include the names, titles and contact information of individuals with intimate

knowledge of their work product, with at least five local governments with whom offeror has worked during the last five years. The tab should briefly identify the project, location and services performed. The tab should also include an affirmative statement that the offeror grants its consent for the City to contact the offeror's references for purposes of evaluating the offeror for this Contract and acknowledges that any information obtained from the offeror's references will not be disclosed to the offeror.

#### **2.10.7 Tab 7 – Project Approach.**

This tab should describe in detail the offeror's proposal for providing the Baseball Stadium, Sports Entertainment Feasibility and Impact Analysis solicited by this Request for Proposals. Contents must include a timeline for completion, including proposed milestone dates aligned with the scope of work outlined in Part I, Section 2.2 of this RFP.

#### **2.10.8 Tab 8 – Subcontracting.**

This tab should identify any of the required services that you intend to subcontract, if any, providing the following information:

- A. Reasons for subcontracting;
- B. Proposed subcontractor responsibilities;
- C. Identity of proposed subcontractors including location, relevant personnel and experience, previous use as a subcontractor, and any other relevant supporting information; and
- D. Status as a minority owned/woman owned/small disadvantaged business [if applicable].

#### **2.10.9 Tab 9 - Price Proposal.**

Offerors should propose pricing arrangements consisting of a firm fixed price for all services rendered and materials supplied for the City Stadium & Sports Entertainment Park Feasibility and Economic Impact Analysis project. The proposal should explain in detail the components of the firm fixed price for this Analysis. Progress payments may be allowed provided such payments are based on completion of defined milestones in the Baseball Stadium & Sports Entertainment Park Feasibility and Economic Impact Analysis scope of work defined in Part I, Section 2.1 of this RFP, and are aligned with the offeror's timeline submitted in Tab 7 as described in 2.10.7 above.

#### **2.10.10 Tab10 – Financials.**

This tab should include the Offeror's last three annual CPA-audited financial statements under the CPA's letterhead. NOTE: THIS INFORMATION IS REQUIRED ONLY OF THE RECOMMENDED OFFERER.

### **3.0 Evaluation Criteria.**

The Evaluation Committee will use the following evaluation criteria in ranking and selecting



offerors for negotiation pursuant to this Request for Proposals. The City may conduct a second round of scoring. If a second round is conducted, the same evaluation criteria provided will apply:

**Available Points**

**A. Experience .....25 Pts.** This criterion considers (i) the offeror’s past performance on any City contracts, (ii) the results of reference checks (from references provided in Section 2.10.6 above), (iii) the offeror’s experience in providing analyses similar in nature to those solicited by this Request for Proposals (sports entertainment asset development pro forma modeling and economic impact analyses) as set forth in the offeror’s proposal, and (iv) the approximate proportion of the offeror’s regular business which is composed of similar types of project analyses (sports entertainment asset development pro forma modeling and economic impact analyses).

**B. Technical Capability/Project Approach.....25 Pts.**  
This criterion considers (i) the qualifications of the offeror’s personnel whom offeror proposes to assign to provide the services solicited by this Request for Proposals, (ii) the technological tools and resources that the offeror proposes to use in performing the services solicited by this Request for Proposals, and (iii) the offeror’s capacity to perform the project to the City’s satisfaction and within the timeframe proposed by the offeror. This review will focus heavily on the content provided by the offeror in Sections 2.8.3, 2.8.4, 2.8.5 and 2.8.7 above, and will also take into consideration the capacity of any subcontractors presented in Section 2.10.8 above. The nature and quality of the work cited in Section 2.8.6 above will also be considered as representative of these criteria.

**C. Project Timeline.....15 Pts.**  
This criterion considers the extent of the offeror’s compliance and willingness to comply with all of the terms, conditions and other requirements of the Request for Proposals and resulting contract.

**D. Cost.....15 Pts.**  
This criterion considers the price of the services solicited by this Request for Proposals. Offerors will be evaluated on their pricing scheme as well as on their price in comparison to other offerors.

**E. Local /SDBE Commitment..... 20 Pts.**  
This criterion considers the offeror’s use of local, small and disadvantage business participation as a percentage of the contract price, as well as bone fide “good faith efforts” to utilize local, small and disadvantaged firms on this engagement.

**Total Available Points.....100 Pts.**

Award will be recommended to go to the offerer with the highest number of points.

**END OF STATEMENT OF NEEDS**