



City of Davis
Request for Qualifications
**ECONOMIC IMPACT AND FINANCIAL ANALYSIS
FOR MULTI-SPORT COMPLEX**

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Christine Helweg
Assistant Director
Parks and Community Services Department
23 Russell Boulevard
Davis, CA 95616
chelweg@cityofdavis.org

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REQUEST FOR QUALIFICATIONS ECONOMIC IMPACT AND FINANCIAL ANALYSIS FOR MULTI-SPORT COMPLEX

INTRODUCTION

Overview

The City of Davis (“the City”) is soliciting Requests for Qualifications to conduct a financial and market demand analysis to determine the economic impact for a multi-use sport facility in Davis. The mutually congruent goals of the facility investment would be to expand capacity for sports programming for residents and generate community economic impact and facilities level revenue from local, regional and national sporting events.

Specifically, the City is seeking a consultant or a team of consultants to:

- Expand upon the analysis, findings, and recommendations of previous studies examining the potential development of a multi-sport complex to better serve the community needs
- Assess market demand, including the 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
- Determine the financial feasibility of constructing and operating an outdoor sports complex and/or a combined indoor/outdoor sports complex, including consumer spending, employment, new revenues to the City and associated multiplier effects on the City, County and surrounding region
- Conduct a comparative analysis to identify and assess public-private partnership models to share in the construction as well as long-term operation and maintenance costs
- Develop up to four scenarios of prototypical sports complex types and scales, consistent with recommendations from the City of Davis Sports Complex Task Force and in consultation with City staff

Purpose

The purpose of this analysis is to assist the City in making a fiscally prudent decision on if and how to potentially pursue a multi-sport complex. Even though the City has already commissioned previous studies on the potential development and need for a multi-sport complex, the City desires additional information about the anticipated economic benefits, construction and operation and maintenance costs. Given that the City is unable to assume full financial responsibility should the sports complex be constructed, the City is seeking information about the economic viability of various public-private partnerships as well as information about how such partnerships could become a functioning business.

BACKGROUND

City Overview

Located in Yolo County, in the Central Valley of northern California, Davis is situated 11 miles west of Sacramento, 385 miles north of Los Angeles, and 72 miles northeast of San Francisco. Davis is a city of approximately 70,000 residents and is a retail, cultural and recreational destination for people throughout the greater Sacramento region. Closely tied to the community's history is the University of California at Davis with a student population of over 38,000. From its beginnings as an agricultural community, Davis is now recognized internationally for its contributions to life sciences, agriculture, veterinary medicine, biotechnology, medical technology and engineering.

The City's quality of life and progressive community is reflected in its small-town style and iconic symbols, such as its British red double-decker buses, numerous greenbelts, and a record number of bicycles per capita.

Parks and Community Services Department Overview

The Parks and Community Services Department is specifically responsible for providing a variety of recreational opportunities for residents of all ages and abilities, including aquatics, alternative recreation for persons with disabilities, gymnastics and dance, outdoor education, specialty camps, special interest classes, teenage services, senior services, youth and adult sports, paratransit services, and the rental of community facilities, athletic fields, parks and picnic areas.

The department is also responsible for the comprehensive management and maintenance of City-owned assets, such as athletic fields, parks and greenbelts, aquatic facilities, community gardens, streetscapes, and city trees.

Parks and Recreation Facilities Master Plan Update

The City of Davis has long valued the role that sports (both competitively and recreationally) play in enhancing the community's quality of life. As a testament to the importance of these sports programs, the community has invested significant public dollars by building and maintaining a multitude of athletic facilities to meet the needs of its residents and visitors.

As part of the Community Needs Assessment for the Parks and Recreation Facilities Master Plan, updated in 2012, some key parks and recreation trends were identified that would assist the City in establishing priorities and facility decisions for the future.

The public input process included a citywide, random sample, statistically-valid telephone survey; a community web survey; a community-wide intercept survey; a youth survey; sports group surveys and interviews; aquatic group surveys and focus group; and a neighborhood workshop. In total, over 8,000 people were represented in the preparation of the Parks and Recreation Facilities Master Plan Update. The telephone survey result was the most important of all the support documents in that it was a statistically valid representation of the desires of the residents of Davis. Some of the key findings of the survey included:

- **Facility Priorities:** The highest community priorities for recreational facilities included (ranked from the highest priority to the lowest):
 1. Neighborhood parks
 2. Walking or hiking trails
 3. Greenbelts
 4. Open space
 5. Public swimming pools
 6. Sports fields

- **Activity Priorities:** The highest community priorities for activities included: (ranked from the highest priority to the lowest):
 1. Biking
 2. Walking
 3. Recreational swimming
 4. Soccer
 5. Jogging
 6. Dog Walking
 7. Basketball
 8. Tennis

Sports Groups Surveys and Interviews:

The sports groups surveyed represented over 4,800 participants in softball, baseball, soccer, Little League, tennis, cricket, and junior football. League and team coordinators were asked to share participation data for the last five years, describe participation trends, any conflicts with other sports groups and describe future facility needs and desires. In addition, groups were asked to describe their interest in partnering with the City to develop facilities.

Below is a summary of key comments from the sports group's surveys and interviews:

- Ø Sports groups are interested in collaborating to accommodate each other's needs as much as possible. All groups support the development of a sports complex that will accommodate multi-use fields where a variety of teams can practice and play games.
- Ø Projections for growth in number of participants vary and are often limited by available field space.
- Ø There is some interest on the part of sports groups to make a financial contribution to facility development, while others with less capacity are willing to offer organizational support for these efforts.

Based on the sports group surveys and interviews, additional soccer, baseball and softball fields are needed to support youth and adult recreation activities in Davis.

Sports Complex Task Force

The Sports Complex Task Force (SCTF) was established at the direction of the City Council to assess the needs of the estimated 6,000 + children and adults actively participating in sports organizations in the City of Davis. The Task Force met from February through July 2016. During this time, the Task Force reached out to every formal and informal sports team organizations in the city; administered a detailed survey to better understand what sports teams existed in the city and where they practiced and played, and heard testimony from regional and local experts in the subject.

The SCTF identified significant deficiencies in the existing facilities needed for games, tournaments and practices. Other facility requirements such as lighted fields were identified for a number of wide variety of sports organizations. As a community, the City has outgrown the number and type of sports fields that were built decades ago. Further participation growth is expected over the next five years as surveys have indicated and that hundreds of additional participants would be added in the near terms if the fields needed were available.

The short term solution would be to reconfigure and/or improve existing maintenance of a select number of existing fields to facilitate flexibility in their use with the goal of supporting a wide range of underserved and growing sports. The long term solution would be to develop a

community based initiative to build a new sports complex in a location that would not impact existing city neighborhoods with lights and traffic and parking, but that could be easily connected to existing city infrastructure.

SCOPE OF SERVICES

The City anticipates, at a minimum, needing the following services:

1. Review previous studies and existing documentation

- Become familiar with the following documents to understand the background and context for the potential development of a multi-sport complex:
 - [2012 Parks and Recreational Facilities Master Plan Update](#)
 - [Sports Complex Task Force Findings and Recommendations \(July 19, 2016\)](#)
 - [Sports Complex Task Force – Update and Next Steps \(February 21, 2017\)](#)
 - Additional background information may be found online at:
<https://cityofdavis.org/city-hall/commissions-and-committees/sports-complex-task-force>

2. Develop a detailed Scope of Work in conjunction with City staff and the City Council subcommittee

3. Conduct community outreach

- Utilize key findings from past interviews to prepare a comprehensive facilitation plan
 - The goal of the facilitation plan is to generate ideas for various public-private partnership models (i.e. how entities can partner with the City and share in the construction as well as long-term operation and maintenance costs of the potential facility)
- Implement the facilitation plan, which should consist of a series of in-person meetings where stakeholders engage in honest conversation about the long-term economic viability as well as advantages and disadvantages of each public-private partnership model

4. Conduct a comparative analysis

- Compile an inventory of the region's public, non-profit and private sports facilities including site and facility layout, capacity, user and spectator counts, amenities, regular use and events
- Conduct a comparative analysis of the City's sports tourism market verses a competitive set of other similar cities to help determine the City's current market position

- Develop a sport tourism opportunity profile and market assessment that utilizes and builds on existing sports facilities to attract new sporting events
- Conduct a comparative analysis and assess the various public-private partnership models
- Conduct a comparative analysis and assess opportunities and constraints for up to a maximum of four (4) different facility concepts (i.e. varying sizes, locations, amenities)
- Identify the most economically viable option and explain why the methodology used supports this finding
 - The analysis must assess the depth and reliability of the revenue streams for each partner

5. Prepare and present a report summarizing findings and recommendations

- Prepare a draft report summarizing preliminary findings and recommendations
- Seek feedback on the draft report from the Recreation and Parks Commission, City staff, stakeholders and City Council subcommittee
- Incorporate input received and prepare a final report
- Present the final report to the Recreation and Parks Commission and City Council

6. Optional Task: Assist the City to develop a subsequent Request for Proposals or Request for Expressions of Interest

- Prepare a draft document to assist the City in soliciting interest in sponsor(s) to support a sports complex effort through land and/or other means

NOTE: Given the unique mix of qualifications required, the City encourages proposers to partner with sub-consultants to ensure the team possesses the necessary expertise.

PROPOSAL REQUIREMENTS

Proposers should submit the following documents in 12-point type, on 8.5 by 11 inch paper, with one-inch margins. Failure to comply with these requirements may be cause for rejection.

Cover Letter of Interest

Please submit a Cover Letter of Interest signed by a duly authorized officer or representative of the proposer, not to exceed one (1) page in length. The Cover Letter of Interest must also include the following information:

- The principal place of business and the contact person, title, telephone number, and email address.
- A brief summary of the qualifications of the proposer and team.

- Description of organization (i.e. corporation, limited liability company, or joint venture).
- Teams/firms submitting proposals in response to this Request for Qualifications must disclose any actual, apparent, direct or indirect, or potential conflicts of interest that may exist with respect to the firm, management, or employees of the firm or other persons relative to the services to be awarded pursuant to this Request for Qualifications. If a team/firm has no conflicts of interest, a statement to that effect shall be included in the cover letter.

Proposal Content

1. **Statement of Qualifications.** In a maximum of five (5) pages, please include a description of the firm or firms and its qualifications for the scope of services outlined above.
2. **Key Personnel.** In a maximum of five (5) pages, provide an organization chart, and for each key team member, provide the following:
 - Qualifications and their experience on similar projects.
 - Roles and responsibilities for this project.
 - Home office location.
 - Estimate of time allocation to the study (averaged over the duration of the project).
 - If sub-consultants will be used, provide names, qualifications, experience, location, and role of each sub-consultant.
3. **Project List.** In a maximum of one (1) page, provide references for projects that demonstrate the proposer's qualifications and experience for performing the requested services. The reference projects should be linked to the staff listed in Key Personnel.
4. **References.** In a maximum of one (1) page, please include names, emails and telephone numbers of at least three (3) of your firm's previous clients whom City staff may contact for references regarding the past performance of your firm, project managers, team members and sub-consultants proposed for this project.
5. **Fee Schedule.** Fee schedules must include:
 - Hourly billing rate schedule for all proposed staff
 - Types and estimated amount of expenses to be billed to the project
6. **Preliminary Timeline.** Provide an anticipated timeline and firm's availability to conduct analysis (subject to development of a detailed scope of work)

SUBMITTAL REQUIREMENTS

Please **mail or drop off five (5) bound copies and one (1) USB drive of a PDF copy** of your proposal at your earliest convenience, but no later than **Wednesday, November 28, 2018 by 5:00 p.m.** to:

Request for Qualifications—Economic Impact and Financial Analysis
Attn: Christine Helweg
City of Davis, Parks and Community Services Department
23 Russell Boulevard
Davis, CA 95616

Please note the City will not accept incomplete proposals, proposals received after the submittal due date and time regardless of postmark, or proposals submitted via email or facsimile.

SELECTION PROCESS AND ESTIMATED SCHEDULE

The City will review proposals to determine if the consultant meets the minimum qualifications necessary to complete the Scope of Services required. Based on this review, the City will invite qualified consultants to participate in a Request for Proposals.

Anticipated Dates	Steps
December 2018	<ul style="list-style-type: none">Staff to review submitted Request for Qualifications and begin interview process for qualified consultants
January 2019	<ul style="list-style-type: none">Staff to select a consultant and seek City Council authorization to execute a professional services agreement
February 2019	<ul style="list-style-type: none">Consultant to proceed with first tasks

QUESTIONS

Questions about this Request for Qualifications should be made in writing and emailed to chelweg@cityofdavis.org. All requests for information or questions must be submitted by 5:00 p.m. on Friday, November 16, 2018. Questions submitted after the due date or via phone will not be accepted. Responses to questions will be published online and distributed to applicants.

NO OBLIGATION

The City reserves the right to modify this Request for Qualifications package at any time prior to the proposal due date, or to extend the proposal due date, or to cancel this Request for Qualifications package at any time. The City further reserves the right to reject any and all proposals for any reason or to accept any proposal received which the City, in its sole unrestricted discretion deemed most advantageous to itself. The lowest or any proposal may not

necessarily be accepted. The consultant acknowledges the City's rights and this clause and absolutely waives any right of action against the City for the City's failure to accept its proposal whether such right of action arises in contract, negligence, bad faith or any other cause of action. The acceptance of any proposal is subject to funds being legally available to complete this transaction and/or approval by the City Council or the officer or employee of the City having authority to accept the proposal.

The City of Davis is not responsible for any loss, damage or expense incurred by a consultant as a result of any inaccuracy or incompleteness in the Request for Qualifications, or as a result of any misunderstanding or misinterpretation of the terms of this Request for Qualifications on the part of the Consultant. Further, the City of Davis is not liable for any costs incurred in the preparation of the proposal submittals.