**REQUEST FOR PROPOSAL (RFP)**

**Strategy, Highest and Best Use Feasibility Consultant**

**For**

**Sunset Empire Park and Recreation District**

**New Building Purchase**

**Highest and Best Use Planning**

**Issued: 3/30/21**

**Proposals Due: 4/20/21, 1:00pm**

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**About SEPRD**

Vision: Sunset Empire Park and Recreation District (SEPRD) exists to lead the community toward a healthy, active lifestyle fostering a sense of community through inclusive, sustainable, educational and recreational programs.

Mission: SEPRD invites and inspires the entire community to engage in P.L.A.Y. (Positive Life Activities for You)!

The District was formed in 1969 with the express purpose of funding an indoor aquatic center in Seaside. The Sunset Pool opened in 1977 and remains as the heart and soul of the District. Over the 50+ years of existence, the District has expanded programs and services to meet growing needs in South Clatsop County. The District owns, manages or operates the Sunset Pool, Seaside Youth Center, Mary Blake Playhouse, Broadway Field, Herche Family Training Facility and the Bob Chisholm Community Center.

All the facilities are located in the same 2-square block area in the heart of Seaside. The District aims to serve the entire population of South Clatsop County (est. population of 10,000) and guests.

**Overview and Purpose**

SEPRD recently purchased Seaside’s Broadway Middle School (BMS) building, a single-story, 72,557 sf building that includes 2 gymnasiums, cafeteria, classrooms, multipurpose room, offices, etc. The vision of this new asset is intended to advance the goals and objectives of SEPRD, investing in the growing community needs for healthy and active lifestyles by way of creating more recreational opportunities for all, accessibility to childcare and after-school programming, and energize sports-tourism for the community.

SEPRD believe there are numerous opportunities to expand services through optimizing and improving the BMS building. It is the board’s desire to understand and implement the highest and best use for this facility that meets the objectives and the community needs without burdening the community with additional taxation.

To that end, SEPRD is seeking interested and qualified firms to submit proposals that can guide, facilitate, and develop a comprehensive strategy to determine the highest and best use for the BMS building that advances it’s vision, mission and objectives.

**Objectives for BMS**

The SEPRD Board of Directors has identified three primary objectives to be accomplished through the recently completed property purchase:

Objective #1: Increase desperately needed childcare, preschool, and after-school activities.

Clatsop County is considered a “childcare desert,” defined as a community with more than three children for every slot available at child care centers or home-based providers licensed by the state. In Seaside, parents struggle to find care and experience long waitlists, especially for infants and toddlers. Emergency measures have created expanded slots for families due to COVID-19.

Objective #2: Expand indoor recreation activities for all citizens.

The Park & Rec District is committed to expanding access to recreation opportunities beyond aquatics. The plan is to include activities for all ages, and to expand offerings for arts, culture, and wellness activities. Community input outcomes from the 2014 Charettes report (commissioned by SEPRD) clearly indicated more indoor, dry recreation spaces were needed, affirmed by a County Commissioner at the time.

Objective #3: Contribute to local economy through a sports tourism strategy.

The Pacific Basketball League not only provides opportunities for our young hoopsters to compete with teams from all over Oregon and Washington, it brings $10.8 million in tourism dollars to our area. The Board believes this model can be replicated to develop a comprehensive sports tourism strategy to bolster our local economy. Alternately, losing the BMS space would result in a loss of existing indoor recreation space, negatively impacting our local economy and reduction of established opportunities for youth recreation.

**Project Financial Position**

The District is in the unique position with the timing and purchase of the Sunset Recreation Center. In the past, the District has utilized low-interest Flexlease to expand facilities and purchase property. In consideration of the options, the District Board elected to again utilize this option to purchase the BMS property. Over the course of the next 20 years the District will be repaying the $2.5million that was financed for the purchase.

There are opportunities to maximize revenue in the building and with full assessment of the property and there are also expected expenses. The District is prepared to budget and fund the repayment of the loan, but in order to implement the HABU recommendations, the District will need to identify other revenue sources including but not necessarily limited to grants, tenant improvement contributions, appropriate collaborative investment agreements, etc.

**Project Timeline**

SEPRD’s desire is to have a highest and best use strategy and pro forma within 6 months of engagement of services herein.

**RFP Timetable**

All proposals are due on 4/20/21 no later than 1:00pm.

All questions must be in writing and delivered via email to david@kloshgroup.com. Answers to any questions shall be in writing via email and shall be sent to all firms who have received the RFP documents. **Deadline for questions will 4/13/21, 4:00pm.**

Timetable:

RFP Issued 3/30/21

Deadline for Questions 4/9/21

RFP Addendum for Answer to Questions 4/13/21

Responses Due 4/20/21

Review Period and short-list identified 4/21/21 – 5/4/21

Interviews (if necessary) 5/6/21 – 5/7/21

Board Recommendation 5/11/21

Award 5/12/21

Dispute Period 5/12/21 – 5/19/21

Contract Signed and Begin Engagement 5//26/21

**Anticipated Scope of Services**It’s expected the scope of services below includes the appropriate level of community engagement and feedback process. Additionally, it is expected that the Consultant facilitates and is a liaison for communication to the community relative to the findings, options, recommendations, etc that keep the community informed of the process.

1. **Strategic Planning and Highest and Best Use (HABU) Modeling**
   1. Develop HABU models and strategies that align with SEPRD vision, objectives and the local/regional community demographics, socioeconomics, participation rates, including elements such as, but not necessarily limited to:
      1. Comprehensive market research and statistical analysis
      2. Specific industry factors related to the youth and amateur sports, community recreation, wellness, fitness, and other appliable events
      3. Market studies to define opportunities and risks for proposed types of uses
      4. Identification of local price-points and programming opportunities
      5. Feasibility of HABU options based on return on investment
      6. Economic impact projections
      7. Necessary staffing levels for efficient and effective operations
   2. Provide options for optimal facility program (high-level space planning) including high-level estimated construction and soft costs.
2. **Pro Forma and Financial Forecast**
   1. Provide a comprehensive and thorough analysis of each HABU in terms of market and economic impacts. Make recommendations for successful project development and express the return on investment. Elements of the pro forma/financial forecast may include but not necessarily limited to:
      1. League by Sport or Activity
      2. Number of Games/Sessions
      3. Youth vs. Adult
      4. Total number of Participants
      5. Pricing by Individual/Team
      6. Average hourly rates for leagues, rentals, and other programming
      7. Food and Beverage
      8. Corporate Marketing Partnerships
      9. Non-traditional facility usage (rentals, parties, camps, clinics, tournaments, events, and festivals)
      10. Expenses may include:
          1. Land Use , Design and Construction Costs Impact
          2. Start Up Costs (staffing, legal, insurance, equipment, marketing, etc.)
          3. Utilities and energy management (e.g. microgrid, etc)
          4. On-Going Staffing (employees and contractual)
          5. Management operation systems (computers, software, licensing)
          6. Communications (telephone, internet)
          7. Maintenance and Janitorial
          8. Marketing
          9. Administrative overhead
          10. Insurance
          11. Taxes
          12. Food and Beverage Cost of Goods Sold
          13. Dues, fees, subscription
   2. Funding Strategies
      1. Advise on options and campaign strategies to fund the first-costs for improvements necessary to achieve HABU strategies (such as bond sales, public-private partnerships, bake sales, etc.)
      2. Advise on options for funding ongoing operations

1. **Implementation planning**
   1. Assist in the development of an execution and implantation plan to effectively and responsibly achieve the strategy. Elements of the implantation plan should include general timeline, expected cash outflows, key milestone and the necessary deliverables.
2. **Final Report** Firm shall produce a final report including but not necessarily limited to an executive summary, details of the outcomes of the scope of services above, pro forma, high-level cost estimate, high-level implementation schedule, and recommendations

**Proposal Format**

Format: The following information must be provided in your proposal in the order indicated below.

1. Firm’s description, size, structure, years in operation. Page limit: 1 page. *Points 10.*
2. A summary of your firm's understanding of the project including your firm's scope of services necessary to perform and fulfill the objectives and methods of how your firm plans to fulfill those objectives. Page limit: 2 pages. *Points 15.*
3. A description of your firm's experience in completing work of this type including three (3) specific examples and project references (include reference name, phone number and email). Page limit: 1 page per example. *Points 10.*
4. A description of your proposed work plan for completing this project including a proposed schedule. How does your team engage with the project team to achieve the desired outcomes? What methodologies do you employ? In addition, discuss lessons learned from previous similar engagements that your firm has gained that you would employ on this engagement to bring value to SEPRD? Page limit: 3 pages. *Points 25.*
5. A description of your proposed staffing including resumes of employees assigned to this project. Provide resumes and references for each of the proposed key staff members. Page limit: 1 page per resume. *Points 30.*
6. Provide a detailed fee proposal including: Page limit: none. *Points 15.*
   1. Hours per staff member anticipated for each of the key phases/activities
   2. Hourly rates for each member
   3. Estimate reimbursable expenses (any home office functions would be considered non-reimbursable)

Submission Guidelines: Respondents shall provide (1) electronic copy in standard PDF Format e-mailed to [david@kloshgroup.com](mailto:david@kloshgroup.com) and [sarchibald@sunsetempire.com](mailto:sarchibald@sunsetempire.com).

Scoring: The selection committee will evaluate each submission applying the point values listed above to each section as indicated above. This system is subjective at the discretion of the selection committee.

**Documents included with RFP**

The following documents are hereby part of this RFP (reference only):

1. [Building Inspections](https://kloshgroupinc.box.com/s/r3ljp34cnt3ynbxs3s0uypmkp516ut8u)
2. [Building Envelope Analysis](https://kloshgroupinc.box.com/s/v3kji8k8me7p3eazedev81xjxxfrrdg0)
3. [Hazardous Materials Survey](https://kloshgroupinc.box.com/s/pl8unp5zoznyye6jxn7i6pkafh0lht40)
4. [Mechanical Review](https://kloshgroupinc.box.com/s/b7ooe79fxy8kk9ylfxsvtlrk1pfxeul6)
5. [Structural Analysis](https://kloshgroupinc.box.com/s/1cgsec2zeomfqnahxvmjhj7o00uybndc)
6. [Park and Rec/Sunset Empire Park and Recreation/Seaside, Oregon](https://www.sunsetempire.com/)
7. [Annual report](https://kloshgroupinc.box.com/s/pftggf2c6tq1imgaceevvv5oehgfr4el)

**Interviews**

Top ranking proposers may be interviewed by the Evaluation Committee. Interviews shall be solely at the discretion of the Committee and the Committee may decide NOT to conduct interviews. If interviews will be conducted, proposers selected for interview will be notified as soon as possible including any required information to be presented at the interview. Based on interviews and references, the Evaluation Committee will discuss their final evaluation and ranking and make their selection.

**Negotiations**

The Selection Committee make the final selection and award the contract to the proposer that best meets the needs of SEPRD. Any an all matters relevant to SEPRD in obtaining and meeting its needs are negotiable subject to its sole discretion. The contract will be approved and signed by SEPRD’s designee. Should SEPRD be unable to reach agreement with selected proposer on a contract satisfactory to SEPRD in all respects, SEPRD reserves the right to postpone or to terminate the Project at its sole discretion.

Additionally, the awarded firm must provide a satisfactory certificate of insurance with SEPRD as an additional insured. SEPRD may also require Completion Bonds and Credit Background checks.

**Limitations and Provisions**

Proposers may deem certain (but not all) information confidential. Any information that firm deems to be proprietary or confidential must so indicate on the sheets submitted by noting so as “CONFIDENTIAL” in the header and footer of that sheet.

SEPRD reserves the right to reject any and/or all proposals, to cancel and/or amend the solicitation, and/or to waive any informality if there’s good cause and/or if doing so would be in the best interest of the project and/or owner.

SEPRD reserves the right to seek clarifications of each proposal from proposers and other relevant sources, and the right to negotiate a final contract which is in the best interests of the owner, considering cost effectiveness and the level of time and effort required for the project.

The cost of preparation of the proposal and any related expenses, including travel, shall be entirely the responsibility of the proposer. The primary contact person for this solicitation is Skyler Archibald (sarchibald@sunsetempire.com) and secondary contact David Dwyer (david@kloshgroup.com). SEPRD related contact regarding the proposed project and the RFP selection process for this project is to be directed only to this individual. Proposers are advised that contact with SEPRD individuals regarding this project without clearance with the primary contact, may lead to disqualification from the RFP selection process.