



REQUEST FOR PROPOSALS

For

**DESIGN, CONSTRUCTION, FINANCING, OPERATION and MAINTENANCE
of a SPORTS FACILITY**

Contact:

Matt Ten Haken
Director of Sports Marketing
Fox Cities Convention & Visitors Bureau
3433 West College Avenue
Appleton, WI 54914
(920) 734-3358
mtenhaken@foxcities.org

ISSUED: March 24, 2016

LETTER OF INTENT DUE: April 25, 2016

FINAL SUBMISSION DUE: 4:00PM CST on June 30, 2016

I. Purpose

The Fox Cities Convention & Visitors Bureau (“CVB”) invites written proposals from qualified proposers (“Firms”) to provide design, construction, financing, operation and maintenance of a sporting facility (“Project”) that increases overnight tourism potential as detailed in Section III.

Through this Request for Proposals (“RFP”) process, the CVB seeks to engage a highly qualified Firm capable of performing all services needed for the design, construction, financing, operation, and maintenance of the Project.

Firms are to assemble a full-service team with proven track records in the design, management, finance, development, construction, operation, and maintenance of sports facility similar in scope to the Project.

II. General Description of the Community

The Fox Cities are 20 communities in the greater Appleton area along the Fox River in East Central Wisconsin. One of the state’s fastest growing areas with more than 236,000 residents, the Fox Cities offer a thriving metropolitan community closely surrounded by incredible natural beauty. The area is recognized as having some of the best urban shopping options in Wisconsin and has earned the title of Wisconsin’s Shopping Place. Over 3,100 hotel rooms, an abundance of entertainment options, and a wide array of dining options await visitors to the Fox Cities.

The CVB is an economic development organization that strengthens the Fox Cities by attracting visitors in the convention, sports and leisure markets through sales, marketing and destination development.

Since its inception, the CVB has allocated a percentage of its room tax revenue for the development or expansion of visitor attractions and amenities through a grant program called the Tourism Development Fund. During the CVB’s history it has made nearly \$8 million in grants through the program, including 15 grants totaling over \$2 million to a variety of sports facilities in the Fox Cities.

The Fox Cities are widely regarded as a leader in the sports tourism industry. In 2015, the area hosted a record 163 sports tourism events that generated 35,120 hotel roomnights and a conservative estimate of \$11,378,880 worth of direct visitor spending. Since 2000, the Fox Cities has hosted 1645 sports tourism events which have generated 280,000 hotel room nights in the Fox Cities and \$67,480,000 in direct visitor spending.

The Fox Cities was the first CVB in Wisconsin to employ a dedicated full-time sports tourism professional. Now, the CVB employs two dedicated full-time sports marketing professionals that focus on recruiting state, regional, national, and international championship events, creating brand new events, and growing established local sporting events.

For more information on the Fox Cities go to: www.foxcities.org

III. Project

In order for the Fox Cities to grow as a sports tourism destination and to fulfill the needs of local residents, the CVB welcomes proposals for new or renovated amateur sports and recreation facilities for

the purpose of driving new visitation and economic impact to the destination, as well as enhancing rental, practice, and other facility alternatives available for local area residents.

The CVB will accept proposals for all types of sports facilities, but is specifically interested in facilities that will have the greatest impact on overnight hotel stays during the months of November through April. Any facility proposal should be constructed with the assumption that local, state, regional, national, and international tournaments would book the majority of hours over the weekends while local practices and games would take place during most weekdays.

Two independent studies performed by industry leading consultants over the past two years have determined that the Fox Cities area could utilize a complex that features indoor hardwood competition floors as well as a complex that features indoor ice surfaces, but proposals for any type of sporting facility will be accepted for review.

Funding assistance for sporting facilities that have significant tourism impact is available from hotel room tax collections through a segregated fund controlled by the CVB. The amount of room tax funds made available will be dependent upon and proportionate to the potential tourism impact of the facility. Proposals that rely on the smallest amount of room tax funding assistance will be favored.

Municipalities in the Fox Cities are eager to work with qualified Firms to continue development of our thriving sports scene. Firms should contact the following municipal staff members to help prepare the most detailed proposal possible.

Municipality	Name	Email
City of Appleton	Karen Harkness	Karen.Harkness@appleton.org
Town of Buchanan	Joel Gregozeski	joelg@townofbuchanan.org
Town of Grand Chute	Robert Buckingham	robert.buckingham@grandchute.net
Town of Greenville	Dave Tebo	dtebo@townofgreenville.com
Village of Harrison	Mark Mommaerts	mmommaerts@harrison-wi.org
City of Kaukauna	Bob Jakel	planning@kaukauna-wi.org
Village of Kimberly	Adam Hammatt	ahammatt@vokimberly.org
Village of Little Chute	James Fenlon	jfenlon@littlechutewi.org
City of Menasha	Greg Keil	gkeil@ci.menasha.wi.us
Town of Menasha	George Dearborn	gdearborn@town-menasha.com
City of Neenah	Chris Haese	chaese@ci.neenah.wi.us
Village of Sherwood	Randy Friday	administrator.sherwood@newbc.rr.com

IV. Letter of Intent

All Firms interested in submitting proposals should submit a Letter of Intent via email to Matt Ten Haken, Fox Cities CVB, Director of Sports Marketing, mtenhaken@foxcities.org by April 25, 2016. The Letter of Intent does not bind a Firm to submitting a proposal, but will allow for all interested Firms to receive any additional communications regarding the RFP process before the June 30, 2016 proposal submission deadline.

V. RFP Requirements

Proposals shall be in written form and must include, at a minimum, the information requested by the CVB in this section. All proposals shall give all information requested therein, and shall be signed by the Firm or an authorized representative(s) with legal authority to bind the Firm, with their address and contact information. Firms must prepare and submit all required documents. Unauthorized conditions, omissions, limitations or provisions attached to the proposal will render the proposal non-responsive and may cause its rejection.

Proposals must include, at a minimum, the following information:

1. Transmittal Letter, not to exceed four (4) pages in length, and including:
 - a. An offer to negotiate, indicating the Firm's understanding and agreement to comply with the terms of this RFP and all related addenda, and stipulating that the proposal set forth remains effective for a minimum period of ninety (90) days.
 - b. Identify the Firm, its ownership, officers, directors or partners, consulting team members, as well as a single contact person for all correspondence and notifications and its legal counsel. Full and complete disclosure of the Firm and its ownership and control is mandatory.
 - c. Provide, in at least one copy of the submitted proposal, an original signature of a partner, principal or officer of the Firm, with a statement that the signatory is authorized to submit the proposal.
2. Statement of Qualifications
 - a. Describe the Development Team's experience with projects of similar size and scope. Include an outline of any experience the Development Team has had in meeting the needs of other organizations.
 - b. Legal name and officers, directors or partners of each member of the Development Team.
 - c. A summary of qualifications, relevant experience and references for each Development Team member.
 - d. A description of the type of entities that will develop and operate the Project (e.g. corporation, LLC, joint venture, non-profit, etc.) and a list of other owners of interest that may provide equity to the ownership entities and the estimated percentage of ownership of each. The CVB will require competent, efficient management to operate and market the Project.
 - e. It will be incumbent on those persons or Firms with persons having potential conflicts of interest to identify and cure such conflict(s) prior to consideration of the Proposal. Failure to identify such conflict may remove that person or Firm from further consideration.
 - f. Any Firm that would be awarded a bid by the CVB must commit to not construct another sports facility of similar nature within the state of Wisconsin for the next 10 years.

3. Financial Stability

The CVB wants to ensure that the successful Firm has the necessary facilities, ability, experience and financial resources to provide the services specified herein in a satisfactory and timely manner. Proposers must include a reviewed or audited financial statement. A letter verifying availability of a line of credit may also be attached, however, it will be considered as supplemental information only.

4. Project Overview

- a. Description of the proposed facility, to include, but not limited to:
- b. Has there been a feasibility study or market study for this project? If so, share what was learned. If not, what has been done to determine whether success is likely?
- c. What impact will the project have on the tourism economy? How many overnight stays will it generate in the Fox Cities during the next ten (10) years? How did you arrive at that estimate?

5. Design and Construction

- a. Firms shall provide an overall Project schedule, from authorization to negotiate through opening of the Project. Including:
- b. Design Development, including conceptual site plans, rendered draft of a master plan, conceptual elevations package, along with a narrative detailing architectural and structural components.
- c. Establish an estimated price for the complete Project broken out in phases/key milestones.
- d. Location and stated municipal support for the project. Detail any construction of public facilities or infrastructure that will be required for this project.

6. Estimated Operations and Maintenance Plan

- a. An Operations and Maintenance Plan including a profit and loss statement for the Project to show the first ten (10) years of operations including underlying assumptions of all revenues and expenses, asset replacement financing and Net Operating Income ("Preliminary Project Operating Pro Forma").
- b. Describe in detail how the project will be marketed to the visiting public, including answers to the following questions:
- c. Who is your target audience?
- d. How large do you anticipate your marketing budget to be?
- e. What kinds of sales, advertising, and promotions will you do?
- f. Who will provide you with the marketing expertise you need?
- g. What plans do you have for cross promotion with other attractions?
- h. Detail facility staffing
- i. Development of an asset replacement program
- j. Preliminary master facility schedule that highlights tourism-generating events.
- k. Identify key local tenants and an estimate of their rental hours.
- l. Describe the booking policy that will be allowed for events coordinated by the CVB.
- m. Describe any rate discounts or special incentives that will be offered to events coordinated through the CVB.

7. Fee Schedule

- a. Firms shall provide a Project Fee Schedule with itemization and identifying deliverables. Including:
- b. Detailed financing model for the Project identifying anticipated sources of private capital and the anticipated amount of necessary public participation to complete the Project capitalization and fund the Project.
- c. A detailed analysis of the potential municipal investment in and direct benefits projected to accrue to the CVB and the Fox Cities from the Project.

8. Public Financing Plan

- a. It is the CVB's goal to minimize the level of public financial participation in the Project and to attain the most distinctive, highest-quality and functional Project possible. Firms are urged to propose creative development and financing structures that will accomplish these goals.
- b. Firms shall provide a detailed financing plan. The proposal should detail the type and level of CVB exposure(s) and liabilities to additional financial risk, and the CVB's expected returns in consideration for its participation. The CVB's participation in the Project could include a portion of the hotel room tax collected in its segregated fund.
- c. While the CVB will have the ultimate decision on the amount and type, if any, of financing, it is most interested in proposals that include methods of structuring financing to minimize the level of public participation and risk. Proposals that minimize public financial commitment will be considered more favorably.

VI. Interpretation of RFP Documents

No oral representation or interpretations will be made to any Firm as to the meaning of the RFP. Requests for interpretation shall be made in writing and emailed to Matt Ten Haken, Fox Cities CVB, Director of Sports Marketing, mtenhaken@foxcities.org before June 15, 2016. No other individuals are to be contacted in this regard. All requests for interpretation and answers will then be emailed to all Firms that have expressed interest. No oral interpretation or answers shall bind the CVB unless confirmed by the CVB in writing.

VII. Addenda and Supplemental Information

Any and all addenda to the RFP will be provided to all Firms who received the initial RFP and provided contact information to the CVB, should it become necessary for the CVB to make revisions, request additional information, or respond to written inquiries relating to the RFP. It is the responsibility of potential Firms to timely submit contact information to facilitate receipt of addenda and supplemental information requests, if issued.

It may be necessary for the CVB to request supplemental information from individual Firms after proposals have been submitted and reviewed. Such information will be requested in writing to the specific Firm. This information will become a part of the original proposal submitted by the specific Firm and will be used by the CVB in evaluating the proposal and will not be shared with other Firms during the evaluation, negotiation and award process.

VIII. Evaluation Process and Criteria

An Evaluation Committee appointed by the CVB Board will evaluate and rank each Proposal. If necessary, at the CVB's discretion, the top-ranked Firms will be invited to make oral presentations.

Review of Proposal

1. The CVB's designated Evaluation Committee will review responses to the RFP. Evaluations will be based on completeness of proposals and on which Firms demonstrate the best combination of expertise, experience, project understanding and approach.

2. Evaluation Criteria

The Evaluation Committee will evaluate and score proposals on the basis of the responsiveness to the requirements of this RFP. Proposals will be evaluated on the basis of the following criteria:

a. **Development Team Qualifications/Structure**

The proposal demonstrates the Firm's ability to provide a team that is capable of designing, financing, constructing and operating the Project.

b. **Experience/Demonstrated Ability to Perform All Services Outlined**

The proposal clearly indicates that the Firm has the expertise and experience needed to provide the work identified in the RFP. Materials submitted indicate that the Firm and/or the Development Team have ability to deliver projects that are similar in nature, size and scope in a timely and cost efficient manner.

c. **Project Understanding**

Throughout the proposal it should be evident that the Firm understands the project, scope of work and goals of the CVB (i.e. hotel roomnight generation and economic impact).

d. **Proposed Approach**

Clearly defines a collaborative approach within a municipality of the Fox Cities. Project schedule is reasonable and shows ability to complete Project timely. The strongest proposals will have a complete project timeline with estimated start and completion dates.

e. **Financial Stability of Firm**

The Firm has the necessary facilities, ability, experience and financial resources to provide the services specified herein in a satisfactory and timely manner.

f. **Proposed Public Financing Plan**

The proposal reflects the Firm's understanding of the CVB's desire to minimize investment and risk to the extent feasible, while seeking to maximize the tourism impact.

- g. **Proposed Operations and Maintenance Plan**
The proposal identifies a Plan that provides for the ongoing maintenance, asset replacement, and provides for public access of the facility. The proposal defines an operational plan that will allow for a high number of visitors to tournaments and events at the facility.
- h. **Reputation & References**
References will be contacted for the top qualifying Firms.

3. **Oral Interviews**

Firms may (or may not) be invited to provide a presentation to the Evaluation Committee and participate in an oral interview.

I. CVB Rights, Options, Policies

CVB reserves the right to make a decision after review of the Proposals with or without oral interviews.

CVB reserves the right to modify any portion of, postpone, or cancel this RFP at any time; and/or to reject any and all submissions. CVB agrees to destroy confidential or proprietary information to proposers not selected.

CVB reserves the right to reject individual Development Team members, Firms, or subcontractors and to request substitution prior to entering into any contract with the selected Firm.

CVB reserves the right to request additional documentation or proposal clarifications from any of the received proposals.

CVB encourages the participation of local qualified Firms and contractors in all aspects of contracting.

CVB encourages the participation of small, minority, women-owned or other disadvantaged business enterprises in all aspects of contracting.

II. Submittals

The submittal package shall include the following:

- One (1) original and eight (8) printed copies of the proposal; and
- One (1) electronic copy of the proposal in PDF format on CD, flash drive or other electronic media

Proposals must be complete to be considered. Facsimile and electronic mail copies of proposals will not be accepted.

Each Proposal shall be enclosed in a sealed envelope, labeled “Fox Cities Sports Facility RFP” on the outside of the envelope and delivered to:

Fox Cities Convention & Visitors Bureau
Attn: Matt Ten Haken
3433 West College Avenue
Appleton, WI 54914

Proposals must be received no later than 4:00 PM CST on June 30, 2016. The CVB will not consider proposals received after this deadline. Postmarks will not be accepted. No exceptions.

Requests for interpretation shall be made in writing and emailed to the Director of Sports Marketing, Matt Ten Haken, mtenhaken@foxcities.org. No other individuals are to be contacted in this regard.

III. Schedule of Activities

The anticipated schedule for this RFP is as follows:

1. Issue RFP – March 24, 2016
2. Letter of Intent Deadline – April 25, 2016
3. RFP Submission Deadline – June 30, 2016
4. Evaluation Committee Review of Proposals – July & August 2016
5. Potential Firm Interviews (if needed) – August & September 2016

IV. Right to Reject, Disqualify, Inquire of Any and All Proposals, etc.

Neither the request for proposals nor the submission of proposals creates a contract or any other obligation on the CVB. The CVB, in its sole discretion, reserves the right to reject, question, inquire further for more information, seek new proposals, disqualify a proposal, make awards, waive irregularities, work with one Firm to the exclusion of others, or any combination or arrangement thereof in order to achieve what it considers to be in the CVB’s best interests.

Firms, or their agents or assigns, must not disseminate any information in any format gained through this RFP process without prior written consent of the CVB.

By submitting a proposal, the Firm agrees to these and all other terms of this RFP. The Firms must bear their own costs of preparing and submitting proposals; the CVB will not reimburse those costs or any other costs from this process.

V. Non-discrimination Requirement

By submitting a proposal, the Firm represents that it and its subsidiaries do not and will not discriminate against any employee or applicant for employment on the basis of race, religion, sex, color, national origin, sexual orientation, ancestry, marital status, physical condition, pregnancy or pregnancy-related conditions, political affiliation or opinion, age, medical condition, or any other category protected by law.

-END-