



## City of Auburn, Maine

Financial Services

Jill Eastman, Finance Director

60 Court Street | Auburn, Maine 04210

[www.auburnmaine.gov](http://www.auburnmaine.gov) | 207.333.6601

March 5, 2021

Dear Bidder,

The City of Auburn is accepting written proposal for the Auburn Recreation and Sport Tourism Department for a full-service **Market and Feasibility Study** for an indoor turf sports facility located within the city limits of Auburn, Maine. The City reserves the right to accept or reject any or all proposals in whole or in part and to waive any informality the City may determine necessary. The City also reserves to itself the exclusive right to accept any proposals when it is deemed by the City to be in its best interest. The City of Auburn is governed by Title 1 M.R.S.A. § 401-410, otherwise known as the Freedom of Information Act, which considers bid specifications as public documents. In awarding any proposal, the City may consider, but not be limited to, any of the following factors: Bidder qualifications, price, experience, financial standing with the City, warranties, references, bonding, delivery date, and service of Bidder. Vendors/Contractors shall be current on all amounts due to the City of Auburn prior to the City entering into any contract agreement. All proposals must include FOB to Auburn, Maine unless otherwise specified.

Proposals will not receive consideration unless submitted in accordance with the following instructions bidders. Please mark sealed envelopes plainly: **"2021 Market and Feasibility Study – Bid #2021-021"**. Please respond to Derek Boulanger, Facilities Manager/ Purchasing Agent at [dboulanger@auburnmaine.gov](mailto:dboulanger@auburnmaine.gov) with your intent to submit a proposal.

Questions regarding this Request for Proposals should be submitted in writing to Marc Gosselin, Executive Director of Community Partnerships & Sport Tourism, by email at [marc.gosselin@auburnmaine.gov](mailto:marc.gosselin@auburnmaine.gov) by **4:00PM, March 19, 2021**. All questions and answers will be posted to the City website by **4:00PM, March 24th, 2021**.  
<https://www.auburnmaine.gov/Pages/Government/Bid-Notices>

Please submit one (1) original proposal with five (5) copies and required forms, along with an electronic copy in Microsoft Word or PDF format to the City of Auburn by 2:00 p.m. on **Thursday, April 1st, 2021**. Proposals will be opened at 2:00 p.m. Proposals must be delivered to **Derek Boulanger, Facilities Manager/Purchasing Agent, 60 Court Street, Auburn, Maine 04210** on or before the date and time appointed. No proposals will be accepted after the time/date listed above.

Sincerely,

Derek Boulanger  
Facilities Manager/Purchasing Agent

## I. REQUEST FOR PROPOSAL OVERVIEW

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The City of Auburn (City), Maine is issuing a Request for Proposal (RFP) for proposals and quotes from qualified firms specializing in feasibility, market, and economic impact analysis to provide an assessment and analysis of a potential indoor multi-sport complex to include a:

- Full-size turf soccer field
- Four (4) retractable batting cages for baseball and softball
- Three (3) lane indoor track
- One (1) full-size basketball court
- Indoor Pool
- Concession stand arena
- Men's and Women's locker room
- Conference/Party Room
- Five (5) to seven (7) professional office spaces

The City is expecting two (2) specific types of data:

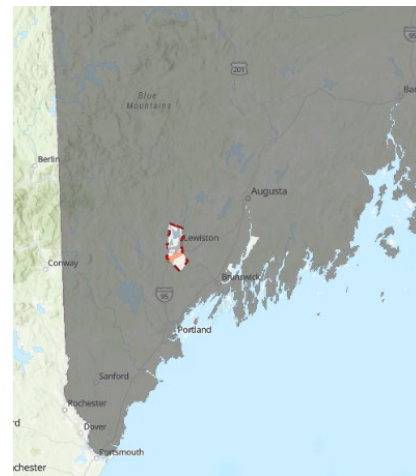
- Market Opportunity Analysis
- Financial Feasibility Assessment

This RFP is specifically intended for firms with the necessary experience and personnel required to supply data and market projections that will support the City's decision making and vision of a new sports facility in accordance with the requirements outlined in the Scope of Services of this document. It is the City of Auburn's preference to have a single provider meet all the expectations outlined in this RFP.

## II. CITY OF AUBURN, MAINE - PROFILE

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Situated along the banks of the Androscoggin River in central Maine, the City of Auburn, with a population of approximately 23,000, is the fourth largest in the State of Maine. According to the United States Census Bureau, it has a total land area of 65.8 square miles (sq. mi.).



Auburn is the seat of Androscoggin County, and is located approximately 31 miles north of the City of Portland, the State's largest city, and 40 miles southwest of Augusta, the State capital. Auburn also directly borders Lewiston, the State's second largest city, and as such is strategically located between both major population and government centers in the State of Maine. The City also occupies a position of regional significance, lying a mere two- and one-half-hour car ride (136 miles) northeast of Boston, Massachusetts—the northern terminus of a 50 million person "megapolitan" region known as the Bos-Wash corridor.

Together, Auburn and Lewiston are colloquially known as the "Twin Cities," and comprise an important node of the Combined Portland-Lewiston-South Portland-Biddeford Metropolitan Statistical Areas, with a total population of more than half a million. Auburn and Lewiston alone are home to nearly 60,000 people and together represent central Maine's primary commercial center and residential base.

As a key municipality and major population and service center within an otherwise largely rural state, Auburn is at the heart of a constantly changing economic and residential base. With a strong and storied past and a bright and diverse economic future, Auburn is a growing and ever-changing city. It is also one that, while growing, seeks to maintain a balance between urban and rural ideals, growth, and quality of life. In sum, Auburn seeks to ensure that its neighborhoods are safe and well connected, people take pride in their community, open space is preserved and protected, and adequate economic, recreation, and housing opportunities exist to meet the needs of all residents.

The City has thirteen zoning districts (one for industrial uses, five for varying commercial purposes, six for residential use, and one for agricultural zone). Approximately forty percent (40%) of Auburn's land mass is located within the AG zone, and as a result the City has a strong track record of preventing sprawl in targeted areas, thereby protecting natural resources, and directing growth to only those areas where municipal services can be efficiently extended.

### **III. CITY AND PROJECT BACKGROUND**

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The City's strategic plan serves as a road map to guide our community's vision to become the community of choice and realize life's opportunities within the City of Auburn. Providing a year-round space for sports and recreation satisfies strategic goals and revitalization efforts. The City's Recreation and Sport Tourism Department provides recreation programming, services, facilities, and events. The facilities feature outdoor fields, one (1) senior community center, one (1) dual-sheet ice-arena, one (1) indoor turf facility, one (1) recreational center. The Recreation and Sport Tourism department has 12 full time staff, additional part time staff and volunteers.

The Recreation and Sport Tourism Department recognizes the event marketplace in the City can be identified by six (6) market segments:

1. Recreational and competitive single sport events (local and regional)
2. Multi-sport events
3. Invitational events
4. Created events
5. Non-competitive events and private rentals
6. Professional sporting events

Recognizing the health and strength of the sport tourism industry, the City is making investments in sport tourism projects and initiatives to increase economic impact, promote the city, and encourage tourism activities.

The City will administer the proposal process in accordance with the terms and dates outlined in this RFP; however, the City reserves the right to modify the activities, timeline, or any other aspect of the process at any time, at City's sole discretion. By requesting proposals, the City is in no way obligated to award a contract or pay the expenses incurred in connection with the preparation or submission of a proposal. The award of any contract shall be contingent on the requisite staff and City Council approvals.

#### **Project Background**

The City presently has an indoor turf facility that was an indoor ice arena. The current facility houses a turf footprint of 22,000 square feet and two (2) batting cages. The City is interested in identifying an

opportunity to best meet indoor turf demands on a regional, state, and national level. Further enhancing sport tourism and economic impact initiatives.

The City has identified a need to develop a new indoor turf facility to provide an additional and much larger turf facility maintained by the City's Recreation and Sport Tourism department. The current facility is located within the Pettengill Park Complex and this presents an opportunity to identify a new site that will not only meet the economic impact goals of a facility but also the local demands of several sport organizations and user groups. There is a rising demand for year-rounds sports venues to serve a growing diversity of activities and interests.

Outcomes desired of a new indoor turf/multi-sport facility include, but may not be limited to:

- Encouraging a healthy and sustainable community that values active lifestyles.
- Inclusive, affordable, and accessible recreational opportunities for all residents and visitors.
- Spaces that are multi-use, multi-generational, programmable and response to community needs.
- Spaces and services that support sport tourism and year-round recreational opportunities.
- Operational efficiency through consolidation of activities and spaces.
- Opportunity of partnership that create synergies, leverage resources, and allow the City to maintain core services.

#### **IV. SCOPE OF SERVICES**

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The City seeks professional services to provide a market assessment, feasibility report, and economic impact analysis for the consideration of building a new multi-sport complex with the focus being a new full size indoor turf facility. Main objective is to further the City's sport tourism initiatives and lay stake in becoming a local, regional, and national destination for youth and adult sport activities and events.

The City is open to exploring all traditional and non-traditional sports programming opportunities and expects the report and analysis to include, but not be limited to the following:

1. **Research and Market Analysis**
  - a. Stakeholder interviews
  - b. Market demographics
  - c. Analysis of competition and provide sites
  - d. Comparison of venues to existing facility performance in other markets
  - e. Evaluation of the existing facilities, programming, and pricing
  - f. Identification of best programs and recommend facilities to best meet market demand
  - g. List intended uses and flexibility for the facility and funding limitations
  - h. Identification of potential sites or location within "normal" to "best" in order to capitalize on economic impact.
2. **A profit and loss analysis (including a five (5) year financial forecast to include a Pro forma budget)**
  - a. Detailed construction and startup costs
  - b. Debt service and financing alternatives
  - c. Cash flow forecasts
  - d. Management and administrative expense breakdown
  - e. Operating expense breakdown
  - f. Individual business unit expense breakdown
  - g. Direct spend economic impact
  - h. Revenue back to the public entity through tax collections
  - i. Other miscellaneous costs
  - j. Projected list of events and activities

- k. Marketing strategies
- 3. **Overall community impact of the project to include impressions of a total number of visitors**
- 4. **Summary Report**
  - a. Market Research Analysis
  - b. Five (5) year Pro forma Feasibility Report
  - c. Economic Impact Analysis
  - d. Operating Strategy
  - e. Management Model Alternatives
  - f. Potential Public/Private partnership Opportunities

## V. **PROPOSAL REQUIREMENTS**

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Responses shall address the requirements set forth in the RFP. Responses shall describe how services shall be provided with cost and experience of the vendor. All responses shall follow the format described within this section. The proposals shall be clear and concise and at a minimum include the following:

- A. **Cover Letter**
  - a. Understanding of scope of work included in the study, objectives and needs.
  - b. Provide a statement indicating an understanding of the work to be performed and interest in performing the scope of work.
  - c. Signed by the individual in the vendor's organization who is responsible for the proposal of submittal.
- B. **Background and Information/Qualifications**
  - a. A list of all project personnel and a summary of qualifications, education, relevant experience, and roles/responsibilities for everyone in relationship to this project.
  - b. The vendor's dedicated project manager will have direct and continuous responsibility in matters dealing with the project. He or she will handle the day-to-day activities through to completion. This identified project manager will serve as the primary contact with the City and explain how this point of contact with the City will work.
  - c. An overview outlining the history of the vendor showing its expertise in assisting municipalities in similar project from early strategy and planning, through funding, and completion of successful studies.
- C. **Proposed Project Approach**
  - a. Provide a clear and concise understanding of the project based on the information given as well as project objectives and requirements.
  - b. Explain their study process, vision, and approach to the project.
  - c. Include specific tasks anticipated for the project
  - d. Identify detailed descriptions of the procedures and methods proposed to complete all tasks to satisfy the objectives/needs identified in the scope of work.
- D. **Experience Summary and References**
  - a. Describe the organizations experience in providing services like those detailed in this RFP. Qualified vendors must be able to demonstrate forecast to actual results.
  - b. Include details of three (3) to five (5) recent, in-process and/or completed relevant projects of a similar size, scope, and complexity to include quoted and final invoiced price. These projects should include the name, title, and contact information to be utilized as references.
  - c. The vendor producing the pro forma should have extensive access to existing operational cash flow, booking reports, and room nights data from current day operations to provide real-world comparatives.

**E. Assessment Methods and Fee Schedule**

- a. Describe the methods to be used to complete the analysis, including staff involved, types of data to be provided and format of same.
- b. Timeline of the project outlining phases of the project, proposed meetings with City staff, and target completion timeline.
- c. Provide cost of all processes/stages or work relevant in completing assessment and total cost of assessment, including any/all deliverables, staff/labor costs, and supplies.
- d. A project schedule indicating timelines for deliverables, critical meetings, etc. Include a full description of major tasks and subtasks that will be required to meet the system requirements and project schedule.

**F. Applicable licenses**

- a. Provide copies of any relevant and applicable licenses
- b. Provide a copy of the firm's W-9 form

**VI. PROJECT TIMELINE**

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The City expects to select the vendor in April of 2021. The City anticipates this process to be completed within a six (6) month window after selection.

**VII. VENDOR SELECTION PROCEDURE**

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**Evaluation Criteria**

The City will select the successful proposal based upon several evaluation factors. The City may choose to contact officials from other municipalities regarding the vendor, prior work experience, and ability to successfully complete the scope of services before execution of the contract. Upon selection of a vendor, the City intends to enter into an agreement to secure the services outlined herein. The study should not be completed by any architecture firm or other firm with an interest in the construction or design of the new facility. The City will use the following criteria to evaluate all the proposals received. Please note that not all criteria listed below will be equally weighted, nor are they set forth in order of importance:

- **Criteria #1**
  - Project approach and complete understanding of the project scope, local challenges, and community needs
  - Experience working with municipalities and other governments
  - Team organization and qualification of team members
- **Criteria #2**
  - Understanding of needs assessment, feasibility studies, creation of pro forma budgets and economic impact related to recreation facilities and events
- **Criteria #3**
  - Quality of relevant sample projects including demonstrated athletic facilities assessments, plans and renovations.
- **Criteria #4**
  - Cost
- **Criteria #5**
  - Demonstrated ability to meet project schedules and budgets

**Evaluation Procedure**

The evaluation/selection team will consist of members who have been selected because of their special expertise and knowledge of the service(s) and/or programs that are the subject of the RFP. This team will be charged with reviewing all proposals and making a recommendation for award. Award will be based on the proposal submitted by a qualified, responsive, and responsible vendor that best meets the needs of

the City as determined by the City. If all vendors do not meet requirements, the City reserves the right to continue the evaluation of qualifications, which most closely meet the requirements of this RFP.

Contract award may be subject to the approval of the City of Auburn City Council and the City has the option of rejecting and negotiating all proposals. The individual or composite rating and evaluation forms prepared by the evaluation/selection team, if any, are for assistance of the committee and are not intended to be maintained or revealed unless required by law or court order.

<b>VENDOR EVALUATION FORM</b>				
	<b>Criteria</b>	<b>Maximum Score</b>	<b>Score</b>	<b>Comments</b>
<b>1</b>	Statement of qualifications and experience: Project approach and complete understanding of the project scope, local challenges, and community needs. Demonstrated experience working with municipalities and other governments. Team organization and qualification of team members	30		
<b>2</b>	Understanding of needs assessment, feasibility studies, creation of pro-forma budgets and economic impact related to recreation facilities and events	20		
<b>3</b>	References and completeness: Summary of references as provided and overall, of relevant sample projects including demonstrated athletic facilities assessments, plans, and renovations.	20		
<b>4</b>	Cost: Price to include any and all labor, equipment, etc. for consultant services	20		
<b>5</b>	Work schedule and timeline of assigned timelines to each task and/or subtask.	10		
	(MAXIMUM SCORE: 100)	<b>TOTAL SCORE:</b>		

**VIII. CONDITIONS AND INSTRUCTIONS TO BIDDERS**

The City of Auburn’s Recreation and Sport Tourism Department requires Bidders to follow the below conditions and instructions:

1. Bidders shall use the enclosed bid form for quotations. Whenever, in bid forms, an article is defined by using a trade name or catalog number, the term “or approved equal”, if not inserted, shall be implied.

2. Submit a separate unit price for each item or module unless otherwise specified in the bid request. Award will be made on a basis of each item, or as a group, whichever is in the best interest of the City. Prices stated are to be "delivered to destination".
3. Bid proposals must be completed in full, in ink and must be signed by firm official. Bid proposal **must be notarized** prior to bid being sealed and will be disqualified if not notarized. Bids may be withdrawn prior to the time set for the official opening.
4. Bids will be opened publicly. Bidders or representatives may be present at big opening.
5. Awards will be awarded considering cost, the quality of the materials, date of delivery, cost which meets specification and is in the best interest to the City of Auburn.
6. All transportation charges, including expense for freight, transfer express, mail, etc. shall be prepaid and be at the expense for the vendor unless otherwise specified in the bid.
7. The terms and cash discounts shall be specified. Time, in connection with discount offered, will be computed from date of delivery at destination after final inspection and acceptance for from date of correct invoice, whichever is later.
8. The City is exempt from payment of Federal Excise Taxes on the articles not for resale, Federal Transportation Tax on all shipments and Maine Sales Tax and Use Taxes. Please quote less these taxes. Upon application, exemption certificate will be furnished with the Purchase Order when required.
9. Time of execution shall be stated. If time is of the essence, the earliest date may be a factor in the bid award.
10. No contract may be assigned without the written consent of the Finance Director or her designate. The contract shall not be considered valid until a purchase order has been issued to the successful bidder.
11. Please state **"2021 Market and Feasibility Study – Bid #2021-021"** on submitted, sealed envelope.
12. The City of Auburn reserves the right to waive any formality and technicality in bids whichever is deemed best for the interest of the City of Auburn.
13. Bidder will clearly outline all options that are included in the price.
14. Vendors may withdraw a proposal, in writing, at any time up to the proposal due date and time. The notice must be signed by an authorized representative of the vendor. If a previously submitted proposal is withdrawn before the proposal due date and time, the vendor may submit another proposal statement at any time up the proposal due date and time.

## **IX. GENERAL CONDITIONS**

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1. **Equal Employment Opportunity:** The City of Auburn is an Equal Opportunity Employer and shall not discriminate against an applicant of employment, and employee or a citizen because of race, color, sex, marital status, physical and/or mental handicap, religion, age, ancestry, or natural origin, unless based upon a bona-fide occupation qualification. Vendors and contractor or their agents doing business with the City shall not violate the above clause or the Civil Rights Acts of 1964. Violations by vendors shall be reviewed on a case-by-case basis and may mean an automatic breach of contract or service to the City of Auburn.
2. **Save Harmless:** The Bidder agrees to protect and save harmless the owner from all costs, expenses or damages that may arise out of the alleged infringement of patents of materials used.
3. **Subcontracting:** The Bidder shall not subcontract any part of the work or materials or assign any monies due it without first obtaining the written consent of the municipality. Neither party shall assign or transfer its interest in the contract without the written consent of the other party.
4. **Warranty:** The Bidder warrants that all work and products will be of good quality and free from faults and defects and in conformance with the specifications. All work not so conforming to these standards may be considered defective. The Bidder agrees to be responsible for the acts and omissions of all its employees and all subcontractors, their agents and employees, and all other persons performing any of the work under a contract with the Bidder.



