

CUMBERLAND COUNTY CIVIC CENTER JOINT TASK FORCE

REQUEST FOR PROPOSALS

Economic Analysis of Potential Renovation Options Related to the Cumberland County Civic Center

Notice and Specifications

Sealed proposals for services to provide an economic analysis of potential renovation options related to the Cumberland County Civic Center, as specified herein, will be received by the Cumberland County Purchasing Office, 36 County Way, Portland, Maine 04102 on or before **3:00 p.m. on Thursday, November 12, 2009**, at which time they will be publicly opened. **Late or faxed proposals will not be accepted.** All proposals shall be held open to acceptance for ninety days from opening.

Twelve (original and eleven copies) complete copies/sets of the proposal, and related documentation, shall be submitted with the original copy being so marked along with an electronic version (disk) of the proposal. The County's declaration form shall be signed with the firm's name and bear the original hand written signature of an officer or employee having authority to bind the company to a contract by his/her signature. Each proposal shall include the legal name of the organization and a statement as to whether or not it is a sole proprietorship, a partnership, a corporation, or any other legal entity. A proposal by a corporation shall also give the state of its incorporation (all businesses must be legally able to do business in Maine).

Questions

All questions shall be directed in writing only to the Purchasing Office, 36 County Way, Portland, Maine 04102, e-mail benson@cumberlandcounty.org or fax 207-828-2357 and be received at least five (5) business days prior to the scheduled opening date. Questions received after this time will not be addressed. Written addenda may be issued when changes, clarifications, or amendments to this document are deemed necessary. Addenda will only be sent to those document holders registered in the Purchasing Office. All addenda must be duly acknowledged.

Proposers are cautioned not to discuss this proposal with members of the Joint Task Force, Civic Center officials or staff, City of Portland officials or staff, the Portland Pirates or Cumberland County officials or staff other than Purchasing during the response and selection period.

Insurance Requirements

The selected consultant shall obtain and maintain public liability insurance in amounts not less than four hundred thousand dollars (\$400,000) combined single limit for bodily injury, death and property damage protecting the company and the Civic Center, the County and the Joint Task Force from such claims, and naming the Civic Center, the County and the Joint Task Force for such claims, and naming the Civic Center, the County and the Joint Task Force from such claims, and naming the Civic Center, the County and the Joint Task Force as an additional insured thereon, and also workers compensation insurance coverage.

Reservation of Rights

The Joint Task Force reserves the right to substantiate any proposer's qualifications, capability to perform, availability, past performance records and to verify that the proposer is current in its financial obligations to the County.

The Joint Task Force reserves the right to waive any informality in proposals, to accept any proposal or portion thereof, and, to reject any and all proposals, should it be in the best interest of the Joint Task Force to do so.

October 7, 2009

Brendan Benson
Purchasing Agent

Introduction

This Request for Proposals (the “RFP”) is being issued by the Joint Task Force (the “Joint Task Force”) in conjunction with the County of Cumberland (the “County”) for the purpose of receiving proposals to undertake an economic analysis of potential renovation options related to the Cumberland County Civic Center (the “Civic Center”).

Background

The Cumberland County Civic Center is a multi-purpose indoor entertainment arena located in downtown Portland, Maine in the County of Cumberland. The Civic Center was built in the 1970s and seats approximately 7000 people for hockey and music events. The Civic Center is managed and governed by the Cumberland County Recreation District, a body politic comprised of nine members appointed by the Commissioners of Cumberland County (the “Civic Center Trustees”). The Civic Center is currently home to the Portland Pirates, an AHL hockey franchise, and has had an AHL franchise for most of its history.

Over the past decade or more, the community has explored options to renovate or build a new Civic Center. Numerous studies have been undertaken to determine how best to renovate the Civic Center, how a new or renovated Civic Center might be constructed, what the proper size of a new or renovated arena should be, and the potential economic impact to the community of a renovated or new arena. In 2006, the Civic Center Trustees, Cumberland County Commissioners and Portland City Council held a first-ever joint workshop to discuss the future of the Civic Center. In October, 2007, these three entities and the Portland Pirates hockey franchise entered into an agreement to form the Joint Task Force to explore potential renovation options for the Civic Center. Each of the four parties to the Joint Task Force appointed two representatives and contributed funds to allow the retention of architect Janet Marie Smith to evaluate the Civic Center and propose a potential renovation plan.

Ms. Smith completed phase one of her work early in 2008, which included structural analysis demonstrating that the current facility could sustain a significant renovation project. Her proposal involved retention of the existing seating bowl, but added approximately 700 new seats for music events by adding retractable seating, club seating, and new corporate and party seats. The new seating would be net of ADA seating modifications, some of which would be obstructed or impaired-view seating. The renovation plan also included expansion of concession and patron areas, improved rest rooms, improved ticketing, and changes to back of house operations. Ms. Smith proposed that such work could be completed in three phases at a total cost of \$41 million, which amount could be reduced through reverse engineering or changes to the phasing schedule.

The Civic Center Trustees considered Ms. Smith's phase one proposal along with a number of other earlier proposals and studies relating to potential building renovations. Recognizing the substantial costs associated with the various proposals and studies, the Civic Trustees agreed with the recommendation of the Joint Task Force that an economic analysis be conducted to determine what new and enhanced revenue streams may be created by potential renovations, and whether select renovations could be supported if implemented in an incremental or stand alone fashion. In further support of this approach, the Portland City Council and the Cumberland County Commissioners held a joint workshop to discuss the Civic Center's status, and agreed that such an economic analysis should be undertaken. Subsequently, the Civic Center Trustees approved moving forward with the economic analysis to be overseen by the Joint Task Force. The Civic Center Trustees delegated to the Joint Task Force the ability to develop an RFP and issue an award, and the Civic Center Trustees further delegated to their Board Chair the authority to execute a contract with the winning bidder.

Scope of Services

In light of the charge to the Joint Task Force, the Joint Task Force is looking to hire a consultant to provide an economic analysis of options related to renovating the Civic Center. To include the following:

1. Specifically, the Joint Task Force is looking to develop information showing a return on investment analysis of various types of renovation options, including expanded seating, the addition of suites or club seats, expanded or modified concessions and other customer amenities, and improvements to back-of-house facilities such as storage areas, loading docks, dressing areas, green rooms, and commissary. This economic analysis will assist the Joint Task Force and its members to better understand the value of particular investments and the timing of particular investments. The final economic analysis (the "Report") should include a "pro-forma" showing the anticipated cost of various improvements to the Civic Center as compared to anticipated revenues to the Civic Center flowing from the improvements.

A. **Conduct of Analysis.** It is suggested the contracted firm:

1. Conduct detailed meetings with management of the Civic Center and the Portland Pirates in order to understand building and team financials, focusing on previous research that has been completed as well as the competitive landscape for events and ticket sales.
2. Conduct detailed interviews with agents and promoters in the concert industry, as well as with producers of family shows and other touring entertainment events.
3. Conduct interviews with the general managers of other New England arenas so as to better quantify issues regarding competitive facility sizing and facility programming necessary to attract events.
4. Conduct interviews with concert and other touring show production personnel. Review the proposed improvements to the Civic Center and gain their insight on what improvements are needed to create a sustainable facility that meets the needs of the industry.

B. **Elements of Report.** The Report should consider or include the following elements:

1. The Report should consider all revenue and expense line items for an improved Civic Center, and will include all operating assumptions as well as detailed backup for each revenue and expense line item.
2. The Report should consider potential changes to the marketplace and community over a five, ten, and fifteen year horizon, including potential changes to the music, events, and sports industry as well as anticipated changes in community demographics.

3. The Report should evaluate proposed renovation elements from prior studies, copies of which are provided, but the Report should not be limited to program elements from any particular report. For example, when considering the addition of seating, the report should consider ranges of seating additions. Likewise, when considering program elements like concessions or tiered seating, the report should evaluate such elements in concept as opposed to a particular recommendation from a particular study.
4. The Report should consider whether ancillary businesses enhance the revenue model such as sub-contracted restaurants either inside the facility or on its exterior at curb side.
5. The Report should demonstrate how will the venue operate differently with each improvement and consider the optimal mix of events that should take place at the Civic Center, e.g. should this be a concert only facility, have a hockey team, have a hockey team and a basketball team, and the extent to which the Civic Center should pursue or rely on concerts and family shows.
6. The Report should consider the potential addition of a state of the art ticketing system and new technology (video board, e-signage, etc) and how those tools connect to revenue.
7. The Report should assess how an improved Civic Center will contribute to the overall revitalization of downtown Portland, using examples of how other renovated facilities have contributed to the success of the surrounding environment. This would include detailing how the improvements can better position the building and its tenants to generate more revenue and stay competitive and result in more bookings and greater spending by patrons.

2. Delivery of Report. The Joint Task Force wants to ensure that consideration of potential building renovations continues to move forward at a deliberate pace. In this regard, all applicants should include a proposed time line for conducting analysis and delivery of the final Report, as well as all associated costs and payment schedule.

3. Qualified Proposer. Must have experience in preparing economic analyses of civic centers or similar entertainment venues. Bidders must furnish references and details outlining experience.

Proposal Criteria

All Proposals from qualified firms will be scored by the Joint Task Force according to the following criteria:

50%	Technical Merit	Consider delivery timeline, conduct of analysis, elements of Report, and related technical merits of proposal.
30%	Cost	Consider total cost of proposal.
20%	Experience	Consider experience of proposer.

The Joint Task Force will select the best value proposal, which is not necessarily the lowest cost proposal. The Joint Task Force reserves the right to conduct oral interviews of one or more of the bidders prior to making a final award.

Additional Information

Firms interested in submitting proposals may obtain additional information from the following sources:

- a.* Copies of prior studies related to the Cumberland County Civic Center will be available at ***WWW.Cumberlandcounty.org***.
- b.* Interested bidders may tour the Civic Center on one of two dates to be posted on the above website.

PROPOSAL

THIS PAGE MUST BE INCLUDED

The UNDERSIGNED hereby declares that they have read and understand all conditions as outlined in the invitation for bids, and that their proposal is made in accordance with same.

The UNDERSIGNED hereby declares that any person(s) employed by the County of Cumberland, Maine, who has direct or indirect personal or financial interest in this proposal or in any portion of the profits that may be derived therefrom, has been identified and the interest disclosed by separate attachment. (Please include in your disclosure any interest which you know of. An example of a direct interest would be a County employee who would be paid to perform services under this proposal. An example of indirect interest would be a County employee who is related to any officers, employees, principal or shareholders of your firm or to you. If in doubt as to status or interest, please disclose to the extent known).

TOTAL COST FOR SERVICES AS DESCRIBED HEREIN \$ _____ *

Hourly Rate for additional work above and beyond as described herein \$ _____/hr.

The proposer acknowledges the receipt of Addenda numbered _____
(If Applicable)

COMPANY NAME: _____
(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE: _____ DATE: _____
(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: _____

ADDRESS: _____

TELEPHONE: _____ FAX: _____

E-MAIL: _____ FEDERAL TAX ID NUMBER: _____

SALES TAX EXEMPTION NUMBER : _____

NOTE: All bids must bear the handwritten signature of a duly authorized member or employee of the organization making the bid. This sheet must be signed and returned with the proposal package.