



City of Yakima, Washington
Request for Statements of Qualifications
No. 11408-Q
February 21, 2014

Public Market/Mixed Use Incubator Feasibility Study RFQ

THE OPPORTUNITY

The City of Yakima, Washington is requesting Statements of Qualifications from qualified firms or individuals to complete a feasibility study on the potential to develop a public market/Mixed Use incubator within the City (see detailed work plan).

In the Spring of 2013, the City of Yakima undertook a community process to create a Downtown Master plan to guide future policy decisions in the downtown district. One of the plan recommendations is the creation of a year round downtown public market facility as anchor for the downtown district. The public market recommendation has been met with considerable community enthusiasm due to the popularity of the City's Farmers Market. The City of Yakima wants to study the feasibility of the public market concept further by exploring the overall need for an entrepreneurial business incubator that could include a public market, commercial kitchen, shared work space and more.

The City of Yakima is located in heart of central Washington, a 2 hour drive from Seattle and a 3 hour drive from Spokane. With its beautiful weather, central location, relatively low cost of living, and strong sense of community, Yakima is a premiere place to live, work, and play. Yakima has been the cultural, business, educational, health services, and governmental focal point of the Central Washington region since it was founded more than 125 years ago. Originally built along the new Northern Pacific Railway company line, Yakima has grown from its agricultural roots to become a vibrant, diverse metropolitan city.

Yakima's economy has always revolved around agriculture. A wide variety of crops are grown in the Yakima Valley. In fact, Yakima County is Washington State's leader in terms of the value of the fruits, vegetables, grains, and other agricultural products produced by the county's farmers. The Yakima Valley is often described as a semi-arid desert. Yakima regularly boasts about its 300 days of sunshine each year and 4 distinct seasons. Yakima is the largest city in Yakima County with a population of about 92,000. That makes it the 9th largest city in Washington State.

PROJECT DESCRIPTION AND REQUIREMENTS

The City of Yakima is seeking a qualified consultant(s) to complete a feasibility study on the potential to develop a public market/Mixed Use incubator within the City (see detailed work plan).

Consultants should provide a proposal that responds to all phases of the study:

- Phase I: Farmer/Food Maker Outreach and Cultivation;
- Phase II: Community Outreach and Public Market/Mixed Use Incubator Assessment;
- Phase III: Conceptual Building Program and Design;
- Phase IV: Recommend Operating Structure;
- Phase V: Financial Plan and Funding;
- Phase VI: Site Selection Assistance
- Phase VII: Projected Economic Impacts and Benefits

RESPONSE FORMAT AND REQUIREMENTS

Deadline to Submit Proposal

Sealed submittals to this Request for Statements of Qualifications (RFQ) will be accepted in the Office of the City Clerk, Yakima City Hall, 129 North 2nd Street, Yakima WA 98901 until the hour of **2:00 PM, March 21, 2014**. Proposals received after such time will be returned unopened. Responses may be mailed or hand delivered to the City of Yakima, City Clerk's Office, 129 North 2nd Street, Yakima WA 98901.

Submittal

Interested firms will provide one (1) original and six (6) copies of the proposal, including one unbound copy. A digital copy of the proposal is also requested. All costs for developing proposals in response to this RFQ are the obligation of the Consultant and are not chargeable to the City of Yakima. All responses and accompanying material will become the property of the City and will not be returned. Proposals may be withdrawn at any time prior to the published close date, provided notification is received in writing to the agent listed in this RFQ.

Format

Interested firms are asked to submit proposals, including the following information:

- A statement of your firm's qualifications as it relates to each part of the overall study. This statement should include general information regarding the firm's qualifications, years in business, key personnel to be assigned, their responsibilities and professional backgrounds.
- Relevant project experience and general familiarity with similar projects;
- List of clients and references relevant to this activity;
- A plan outlining your proposed approach to each element of the study;
- Familiarity with the Yakima Valley;
- A budget for each element of the study; and
- Other pertinent information related to this study

Evaluation and Award

Following review of the Statements of Qualifications by the City Selection Committee, one or more firms may be selected to participate in an interview to provide the opportunity for more detailed presentation of their proposal. The successful firm will be offered the opportunity to enter into an Agreement with the City of Yakima to provide services. Insurance requirements are illustrated in "Attachment B". The city reserves the right to negotiate elements of the RFQ and Agreement. If an agreement cannot be reached the City reserves the right to negotiate with the next highest ranked proposer.

Expenses in the preparation of submittals to this solicitation, presentations, and other incidental activities are solely the responsibility of the respondent. The City of Yakima reserves the right to reject any proposals, or to approach firms about completing certain elements of this study.

Any information contained in this request is to be held in confidence and shared only internally within the recipient firms on a need-to-know basis.

Address any questions to Sean Hawkins at the City of Yakima.

Sean Hawkins
Economic Development Manager
City of Yakima
129 North 2nd Street
Yakima, WA 98901
(509) 575-6040
sean.hawkins@yakimawa.gov

EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria and the weighted table below.

1. **Project Proposal**- Summarize the unique qualities of your team, the services and deliverables included in your proposal that will accomplish the Tentative Scope of Work described in Attachment A of this RFQ.
2. **Key Personnel**- The chosen consultant will demonstrate that they have personnel available to perform this work that have significant experience with similar projects.
3. **Relevant Project Experience** – Provide five examples of similar public markets and incubator feasibility studies the firm has been involved in. Project descriptions should include location, project name, project duration, budget, project status and lead client contact.
4. **Project Approach** – Describe how your team will be organized and the tasks to accomplish the project, on time and on budget.
5. **References** – Please provide the names and contact information of at least 5 persons the City of Yakima may discuss previous project experience with your firm.

Proposals will be evaluated by the City Selection Committee, based on the following criteria:

	Qualification and Experience	Weight
1	Project Proposal - Demonstration of a thorough understanding of the scope and intent of the project objectives	25
2	Key Personnel Experience - Combination of team members that meet the interdisciplinary needs of the project	20
3	Relevant Project Experience - Demonstration of Consultant's relevant experience with projects of similar scope and size	20
4	Project Approach - Demonstration of team's ability to meet the proposed project including assigned staff availability.	20
5	References- Provide contact information of 5 persons related to previous projects of a similar nature available to describe their experiences with your firm.	15
	TOTAL	100

TENTATIVE PROJECT SCHEDULE AND BUDGET

The City of Yakima has an approximate budget of \$50,000 for this study.

The City and Yakima Public Market/Incubator Advisory Committee anticipates completion of this project within six to eight months of engaging a consulting team.

TIMELINES

- | | |
|--|--------------------------|
| ➤ Form project advisory committee: | January – March 2014 |
| ○ Issue RFQ | February 21, 2014 |
| ○ RFQ Due | March 21, 2014 @ 2:00 pm |
| ○ Select overall project consultant | |
| ○ Identify all sites for consideration | |
| ➤ Consultant completes Phases I-III | March – June 2014 |
| ➤ Consultant completes Phases IV-VI | July – September 2014 |
| ➤ Consultant completes Phase VII (economic impact) | October 2014 |
| ➤ Final draft feasibility study completed | November 2014 |
| ○ Draft plan shared with local jurisdictions | |
| ➤ Study Complete | November 2014 |

BACKGROUND MATERIALS AVAILABLE ON-LINE

Background information and several documents are available on the City of Yakima web site:
<http://www.yakimawa.gov/services/downtown/>

1. Yakima Downtown Master Plan

http://www.yakimawa.gov/services/downtown/files/Yakima_Project-Summary-Plan_090413_Standard.pdf

2. Downtown Retail Plan

http://www.yakimawa.gov/services/downtown/files/Yakima-Draft-Final-Report-Pg-1_18.pdf

3. Downtown Plan Appendix

http://www.yakimawa.gov/services/downtown/files/Yakima-Downtown-Master-Plan_Appendix.pdf

**Public Market/Mixed Use Incubator Feasibility Study RFQ 11408-Q
ATTACHMENT A – Proposed Scope of Work and Timelines**

Phase I - Farmer/Food Maker Outreach and Cultivation

The City needs to gauge potential interest in and demand for a Public Market/Mixed Use Incubator

Tasks

1. Meet with entrepreneurs, food vendors, food producers, and small scale kitchen-users to gain a thorough understanding of the following:
 - a) Types of products prospective users are interested in producing and selling
 - b) Type and size of vendor space desired
 - c) Demand for Mixed Use kitchen and types of kitchen capabilities and equipment needed
 - d) Needed or desired operational structure for each major use of the incubator (hours of operation, etc.)
 - e) Financial considerations (lease rates, service fees, etc.)
 - f) Public Market/Mixed Use Incubator programming desired (such as business assistance for producers and vendors) and level of interest in these services
 - g) Level of interest and commitment to each component of the project
 - h) Other useful information recommended by selected consultant team
 - i) The ability to speak Spanish and translate surveys and other documents into Spanish is a plus for the meetings
2. Develop an Inventory of Specialty Food Producers & Farmer's Public Market/Mixed Use Incubator Vendors

Phase II - Community Outreach and Public Market/Mixed Use Incubator Assessment

The City would like to gain greater understanding of the type of Public Market/Mixed Use Incubator that the community wants (community outreach), and the type of Public Market/Mixed Use Incubator that the community can support (Public Market/Mixed Use Incubator assessment).

Tasks

1. Under the guidance of the City of Yakima, use public meetings, focus groups, surveying, and demographic/data analysis to answer questions below.
 - a) What are the market opportunities and trends for specialty Hispanic and value-added foods to be produced and sold at that Public Market/Incubator?
 - b) What type (size, location, etc.) of incubator can be supported by current Public Market/Mixed Use Incubator demand?
 - c) What is the ideal mix of vendors and entrepreneurs at a mixed use incubator in Yakima

- d) What amenities would be desired or required to generate consumer interest (i.e. car and/or bike parking, public transit access, etc.)?
- e) What type of public amenities may be desired within a Public Market/Mixed Use Incubator facility (i.e. a Mixed Use kitchen, etc.)?
- f) Other useful information recommended by selected consultant team

Staff/Committee Support

Please note that the City of Yakima and an advisory committee will play a significant role in planning and executing the community outreach components of the project, potentially including coordinating meetings, attending meetings, developing outreach materials, coordinating with local media, etc.

Phase III - Conceptual Building Program and Design

Use the information in phases #1 and 2 to prepare schematic building programs and designs for a possible Public Market/Mixed Use Incubator.

Tasks

1. Identify the size, design, materials, equipment and systems needed to support a Public Market/Mixed Use Incubator that will be utilized by producers and vendors and desirable to customers as identified in Work Products #1 and 2
2. Prepare conceptual floor plans, site plans, massing studies, etc. of a Public Market/Mixed Use Incubator facility
3. For all Work Product # 3 tasks, identify items/elements of the building program and design that are needs/requirements of a facility; and, those items/elements of the building program and design that are optional, but "nice to have"
4. For all Work Product #4 tasks, consider both adaptive reuse of an existing structure and new construction
5. Other useful information recommended by selected consultant team

Phase IV – Recommend Operating Structure

Provide the City recommendations regarding facility management, leasing arrangements, incubator services and potential ongoing operating costs.

Tasks

1. Provide the City with several possible operating models for the Public Market/Mixed Use Incubator and provide annual operating budgets for each model. Provide a recommendation on the model most suitable for this Public Market/Mixed Use Incubator.
 - a) Summarize operating structures used to support other Public Market/Mixed Use Incubator facilities and present the reasons why such an operating structure may or may not be appropriate in Yakima

- b) Prepare a staffing and programming plan, to include any desired support programming for Public Market/Mixed Use Incubator entrepreneurs; identify annual operating costs associated with this plan Prepare a tenant leasing plan
- c) Summarize operating revenue options for the Public Market/Mixed Use Incubator, including likely rental income from vendors based on the tenant leasing plan
- d) Including facility operating and maintenance expenses identified in Phase III, along with all of the items identified in Phase IV, prepare several annual operating budget options for the Public Market/Mixed Use Incubator/Mixed Use incubator
- e) If applicable, include a phasing strategy for the project if the cost estimates and Public Market/Mixed Use Incubator analysis indicate that the project will be built over time
- f) Other useful information recommended by selected consultant team

Phase V: Financial Plan and Funding

Provide the City with a recommended financial plan for the capital and operating expenses of a Public Market/Mixed Use Incubator; including the identification of likely funders.

Tasks

1. Using information from the other project phases, prepare a financial plan for the Public Market/Mixed Use Incubator, including sources and uses of funds for construction and sources and uses of funds of operations
2. Identification of public, philanthropic, sponsorship, and private investment funding opportunities, and outreach to organizations to gauge initial level of interest in funding portions of the Public Market/Mixed Use Incubator
3. Other useful information recommended by selected consultant team

Phase VI: Site Selection Assistance

The selected consultant team will help the City evaluate specific locations for the Public Market/Mixed Use Incubator and provide recommendations. Both new construction and adaptive reuse scenarios should be considered.

Tasks

1. Provide the City with a list of site criteria for a Public Market/Mixed Use Incubator
2. Provide the City with a list of building criteria needed for a suitable adaptive reuse of an existing structure
3. Should the City have several sites or buildings under consideration as potential locations for the Public Market/Mixed Use Incubator, provide guidance on which site or building is most suitable and why

4. If the City identifies a specific site or building as the location for the Public Market/Mixed Use Incubator during the course of this Business Plan preparation, complete the following:
 - a) Prepare an estimate of construction (or rehabilitation) costs for the facility
 - b) Prepare an estimate of the annual costs to maintain and operate the facility
 - c) Amend the other Work Products as appropriate to recognize the selection of this location

Deliverables

Through narrative information, likely in a memo and tabular format, identification of why a site is or is not a suitable location for a Public Market/Mixed Use Incubator based on information learned through the other Work Products. If a specific site is identified during the course of preparing the Business Plan, amend and add additional detail to all of the Work Products as deemed mutually appropriate by the City and consultant team.

Phase VII - Measure Economic Impacts and Benefits

In addition to the specific Public Market/Mixed Use Incubator building, the Public Market/Mixed Use Incubator will have impacts on the broader Yakima community, and these impacts should be explored.

Tasks

1. Identify what businesses would be competitors to a Public Market/Mixed Use Incubator, and what impact the Public Market/Mixed Use Incubator will have on this competition
2. Identify what businesses could be further supported by a Public Market/Mixed Use Incubator and what benefits a Public Market/Mixed Use Incubator bring to these businesses
3. Identify what the economic impact of a Public Market/Mixed Use Incubator might be; including jobs created, private business investment generated, and tax revenues generated
4. Describe the impact that a Public Market/Mixed Use Incubator could have on surrounding property values and the opportunity for additional private investment
5. Other useful information recommended by selected consultant team

Project Recommendations, Reporting and Communications

Manage consulting team, maintain regular correspondence with City staff, provide regular updates to staff and the Committee on progress toward milestones and decisions points, and provide the City with a professional, comprehensive Yakima Public Market/Mixed Use Incubator Business Plan document.

Tasks

1. Guide and manage the aforementioned work products toward a useful data-driven decision on the viability of a Public Market/Mixed Use Incubator; including providing

guidance to the City on the resolution of conflicting development scenarios that may become apparent throughout this work

2. Preparation of a Business Plan development schedule. This schedule should include a delineation of milestones indicating key decision points during the process. Further, the schedule and approach to the project should include noting critical points during the process for the team will make "go/no go" decisions on different components of the project as a whole.
3. Preparation of a professional, comprehensive Yakima Public Market/Mixed Use Incubator Business Plan document that can be used to inform policy-makers and/or developers interested in building and operating the Public Market/Mixed Use Incubator
4. Presentations to the City of Yakima, Yakima Public Market/Incubator Advisory Committee, Common Council, and other appropriate City committees for the purpose of seeking feedback during the preparation of the Public Market/Mixed Use Incubator Business Plan; and, to present the final version of the Public Market/Mixed Use Incubator Business Plan at the conclusion of the contract
5. Preparation of interim draft materials suitable for posting on the City's website, along with an executive summary document suitable for printing and posting

Overall Project Deliverables

Ten (10) paper copies of a professional, comprehensive Yakima Public Market/Mixed Use Incubator Business Plan document, along with a digital version suitable for posting on the City's website. Up to five (5) presentations of draft work products to the City of Yakima, Yakima Public Market/Incubator Advisory Committee, and other appropriate City committees and community organizations, and up to five (5) presentations of the final Business Plan to the City of Yakima, Yakima Public Market/Incubator Advisory Committee, Common Council, and other appropriate City committees and community organizations. The consultant should also provide interim website-appropriate information to post on the City's site throughout the project. An executive summary of the final Business Plan suitable for posting on the City's website and printing by the City as needed.

