



*City of Alexandria Community Services (Bringhurst Park Redevelopment)*

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT**



**Section 1.0 Introduction:**

The City of Alexandria (COA) currently is seeking qualification statements from qualified professionals for conduction of feasibility, design, site recommendations, and as-designed management and rehabilitation of the historic Alexandria Bringhurst Ball Park.

The request for qualifications (“RFQ”) is a process to receive qualified expert narratives that address the ballpark’s needs or aid in determinations to create an RFP process for physical and non-physical design and programming elements; however, the COA is free to use the selected RFQ consultant, in any combination, with other competitors, local engineers and designers, and COA staff, to craft the final rehabilitation plan and obviate the need for a secondary process of selection. Use of local teaming is strongly encouraged, and local A/E firms are encouraged to team with uniquely-suited partners in a development consortium to address all the needs of the project and to protect the history and needs of the corridor and City of Alexandria.

Interested applicants should have prior experience and expertise in conducting feasibility determinations for dilapidated ball park structures and in the management of similar-sized ballpark properties, including but not limited to experience in programming the management of food service, retail, convention business, cost-effective rehabilitation, preventive maintenance, customer service, quality control, employee training, marketing, interior design, and league affiliation and development.

The COA is considering development incentives for the site to cultivate mixed-use within the facility itself, and several incentive schemes may be used singularly or in combination such as tax increment financing, SPARC program financing, historic and other tax credits, and other assistance from various private and public stakeholders and foundations.

*Working Committee to Rehabilitate the Historic Bringhurst Park  
(Bringhurst Park Development)*  
PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT

## **Request for Qualifications**

for

### **The Professional Rehabilitation/Management/Development of the Historic Bringhurst Park**

Issue Date: November 27, 2012  
Letter of Intent: December 14, 2012  
Questions and Answers: December 21, 2012  
Final Submission Due Date: January 11, 2013

Contact: Jonathan Bolen, Mayoral Assistant,  
Mayor's Office of Economic Development  
[jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com), (318) 449-5002

*November 27, 2012*

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[Please link here for additional photos](#)

[http://www.cityofalexandrialala.com/sites/default/files/bringhurst\\_field\\_photo\\_tour.pdf](http://www.cityofalexandrialala.com/sites/default/files/bringhurst_field_photo_tour.pdf)

1.1 Background:

Bringhurst Park was named after Robert W. Bringhurst, COA Commissioner of Streets and Parks, when the stadium opened in 1933. For seventy-eight years, Bringhurst Field has featured four different professional baseball franchises, seen significant renovations, and played host to numerous all-star and championship games.

The historic stadium was built for the Aces of the old Evangeline League and featured the same dimensions it does today – 315 feet down the foul lines, 365 feet to the gaps, and 385 feet to dead center field. The trademark grandstand features wide rows to accommodate fans with lawn chairs.

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The most significant renovation occurred in 1994 with substantial renovations to the ballpark. The most noticeable was the removal of the original chain-link outfield fence, which was replaced by a 16-foot wooden wall, escalating to 18 feet with the Bringhurst Field sign in center field. Additional improvements included a larger scoreboard and press box, expanded clubhouses, and more box seats. One of the most unique features of the playing field are the dugouts, which sit eight feet into the ground to allow for better sightlines.

1.2 The Masonic Corridor Initiative:

The COA embarked on the largest redevelopment project in its history, a \$96M infrastructure enhancement project called SPARC, with significant funding assigned to the Cultural Restoration Area (“CRA”) that encompasses the Masonic Drive corridor and immediately adjacent neighborhoods. One of the key components of the SPARC project is the Masonic Drive Corridor, with the overall SPARC initiative seeking to develop a global strategy for restoring, reopening, and enhancing corridors within the COA.



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Specifically, the COA found special attention to the micro-economies of several local areas (basically comprising S.P.A.R.C.-CRA-3 and including the areas immediately adjacent to the ballpark and corridor microeconomy along Masonic Drive) was necessary because dysfunctional uses were having a negative effect on the overall COA economy.

The support for this statement is beyond anecdotal given convention and visitor data. The COA, as a result, engaged professionals to provide empirical evidence of such general findings and determine the capacity and feasibility of multiple methods of address of these problems. The results of these professional studies led the COA to find that a high level of attention was necessary to overcome these problems and vital to the best interests of the region, and thus was formally declared to be a matter of public policy by Resolution of the *Alexandria City Council* on February 24, 2009, Resolution No. 8561-2009.

The COA authorized use of the cooperative economic development activities and powers prescribed and conferred by its home rule charter and state law, finding the initial proposals of S.P.A.R.C. are for a definitive public purpose for which public money may be expended. The S.P.A.R.C. initiatives allow the City to: (i) employ effective, innovative steps in the planning, promotion, and financing of local economic development; (ii) benefit the City and its citizens by providing economic stimulus and improving city and other properties; and (iii) allow entry into intergovernmental and cooperative endeavor agreements with public and private entities, including other political subdivisions, the State, the United States, its agencies, and private associations, corporations and individuals.

### 1.3 Strengths and Opportunities:

#### **Strengths:**

Historic, purpose-built, stadium completed in 1933

Strong economic growth within market area

Strong population growth within market area

Stadium's rich baseball history

Stadium's role in community and national social fabric

Stadium's architectural significance

Stadium's potential role as a catalyst for community revitalization

Largest baseball stadium in region

Home to the Alexandria Aces

Hosts high school baseball games

The only large-scale stadium dedicated as a spectator-sport facility in Alexandria region

Existing facility capable of hosting professional, college, high school baseball events, and

softball Strong baseball/softball presence in region (Dixie League Tournaments)

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**Opportunities:**

Expand online and community presence  
Expand the stadium to allow more consumers  
Allow opportunities for consumers to show support and pride  
Renovate facility as a mixed-use recreation facility (e.g. soccer/football, concerts, retail, food)  
Unique investment opportunity for food and beverage retail partners  
Potential entertainment venue/facility  
Potential economic impact on immediate region

1.4 Weaknesses and Threats:

**Weaknesses:**

Cost of restoration v. rebuilding difficult to determine here  
Relatively small seating capacity, at 3500  
Small foul ball territory  
Box seats located at ground level  
No wall between the grandstand and the field  
Much of the metal superstructure and wooden bleachers are severely deteriorated and in need of replacement  
Current condition of entire facility is a safety concern  
Entire perimeter fence needs replacement  
Flaking paint throughout the entire facility exposing rust and decay  
Aces' weak brand equity  
Some main structural support beams are of questionable integrity  
ADA issues, structure not in compliance with modern building standards  
Limited available grant funds to renovate historic facility  
Team/brand: expand loyalty base to existing base is required; this is also an opportunity  
No community outreach programs  
No marketing campaign for the "target audience"  
Field lacks sufficient drainage  
No current professional baseball team (collegiate only)  
Region may be unable to support a professional team (major or minor) unless marketing and loyalty base is modified significantly  
Inadequate restroom/concessions facilities  
Reposition and/or install new fences, foul ball poles  
Construct warning track inside the entire perimeter of the fence  
Replace and/or repair irrigation system  
Replace existing field lighting poles/system  
Sod on fields needs replacement  
No training facility

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**Threats (most of which can be opportunities):**

Rival sports (soccer, football, basketball)

Large range of other leisure activities (e.g.: fishing, golf, casinos, etc.)

Limited availability of grant funds, or large local partners to fund renovation of historic facility

Price sensitivity, costs of renovation may reflect ticket prices out-pricing the local/regional market

Market demand

**Section 2.0 Scope:**

2.1 Professional Assistance Basis:

The selected firm *will assume* primary program design control<sup>1</sup> of the components for the development plan.<sup>2</sup> The professional assistance basis envisions significant development

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<sup>1</sup> By “primary program design control,” the COA intends that the selected RFQ respondent will help the COA’s working committee to conduct all feasibility determinations and identify all obstacles to redevelopment, desirable uses and partnerships. While the team may include the formulation of an additional Request for Proposal process (the “secondary selection process”), this stage may not be necessary depending upon timing, the quality of the initial partnership elements, community engagement and vision, and other as-of-yet unknown factors.

<sup>2</sup> The “development plan” shall mean the proposed plan by the COA for the upgrades and rehabilitation of the ball field property and related properties, should others be included, as an economic incentive to revitalize the Masonic Corridor and to make effective and efficient use of the corridor and assets therein for the creating, developing, establishing and maintaining of conventions and tourism for the citizens and residents of the COA. The Development Plan envisions, contemplates, anticipates and foresees a public-private partnership wherein a private sector developer may be obligated and required to use private funds in conjunction with capital funds of the city to upgrade, improve, enhance, promote, boost, elevate and strengthen the condition, reputation, status, quality and appearance of the ball field for the purpose of cooperating with and assisting the COA, the CVB, GAEDA and other city and state agencies in creating, developing, establishing and maintaining conventions and tourism within the COA, in addition to reducing the risk of additional blighted, distressed and physically or functionally obsolete structures, while increasing the tax base for property tax collections and increasing sales tax and hotel occupancy tax collections from new sources of revenue brought into the COA. The Development Plan is for a public purpose to maximize the use, efficiency and effectiveness of publicly owned property, to avoid the risk of a return of blighted, distressed and physically or functionally obsolete structures, to reduce unemployment and underemployment within the COA and within the corridor. La. R.S. 33:4780.21, et seq. provides that in order to encourage private participation in comprehensive planning, to reduce the economic cost of development and to make maximum efficient utilization of resources at the least economic cost to the public, a municipality may enter into a development agreement with any person having a legal or equitable interest in real property for the development of such property.

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planning and activity within the first quarter of 2013. The Respondents shall consider this compressed timeline *prior* to submission. The need to protect the existing baseball franchise is part of the process, and, although not the sole criterion for selection, will be a factor in selection.<sup>3</sup>

2.2 Term and Fee Schedule:

Contract length and fee schedule will be negotiated separately. Attachment “A” indicates the scope of the project to be in the range of \$3.0M. Additional funds are available for feasibility and design elements in significant fashion.

2.3 Scope:

The successful respondent will be responsible for the implementation of the elements to create the development plan. This firm is also expected to implement the organizational and physical changes necessary to “set the stage” for other additional investments needed to improve the area assets. Respondents are required to work directly with the Alexandria Division of Public Works in determining and evaluating any and all necessary repairs to the facility, as well as any other significant repairs or improvements to other areas of the development area.

2.4 Exclusive (or Conjunctive) Management and Control:

The comprehensive operations of the facilities ultimately made subject of any cooperative endeavor and development agreement (“CEDA”) might be under the exclusive supervision, direction and control of a Manager, and, except as otherwise specifically provided in the CEDA, that Manager shall be responsible for the operation of the facilities, which includes, but is not limited to, promotion, policy making, management and maintenance; alternatively, the facility would be placed under the control of municipal parks and recreation department with a significant aspect under other management. Except as otherwise specifically provided in the CEDA, the Manager shall be responsible for, and have limited power and authority in all matters relating to the operation of the facility including, without limitation, specification, pricing, rental of meeting space, food and beverage services, complimentary policies, hiring and employment policies, credit policies; the leasing of premises within the facilities, the receipt, holding and disbursement of funds; maintenance of bank accounts; procurement of inventories, supplies and services; promotion, sales, marketing and publicity; maintenance of

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Attached to this RFQ is Attachment “A”—a list containing numerous factors and potential design elements that should be considered. The policies and elements contained therein are not meant to be exclusive but to generate thoughts about how to approach the issues presented by the park.

<sup>3</sup> The COA finds as a matter of policy that the risks taken by current management and ownership of the collegiate baseball team is of significant concern and community value so as to merit favorable consideration, participation, and treatment in this process.

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operating licenses (in Manager's name and/or Alexandria's name as required by local authority), maintenance, repairs and cleaning of all improvements and equipment; and, generally, all activities which the Manager may reasonably determine to be necessary for the operation of the facilities.

- 2.4.1 Exclusive management and control shall require a clear "Non-Interference Clause" in the CEDA and any provisions allowing incentives to be advanced by the COA regarding its assets.
- 2.4.2 Initially, exclusive management is favored to be in the form of a management agreement with shared risk and reward.
- 2.4.3 To ensure community interests in assets are protected, a policy board to direct, advise, and dictate certain policy shall be created—at minimum consisting of representatives from connecting properties, the Alexandria-Pineville Convention and Visitor's Bureau ("APA-CVB"), and other interested parties.

2.5 The Intent of the COA:

The COA does not intend any operational, especially managerial, function of a mixed-use facility should that style of use become favored. Capital improvement aid is possible, and will be negotiated under the agreement. *The COA will not be directly involved in the baseball park business.* Qualified proposers should fully understand the COA will continue to work aggressively to locate the most qualified firm to assume long-term control over the facility and exit the current model.

**Section 3.0 Letters of Intent:**

Letters of Intent shall be submitted to Jonathan Bolen, Mayoral Assistant, Mayor's Office of Economic Development, on or before December 14, 2012. The respondent should use the form letter of intent.

**Section 4.0 Proposals:**

An original and four (4) copies of proposals shall be submitted to Jonathan Bolen, Mayoral Assistant, Mayor's Office of Economic Development, on or before January 11, 2013.

Qualified firms are encouraged to include as much material as they believe necessary; quality of content is more important than form. However, at a minimum, proposers must include:

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1. Title Page: Listing the title of the RFQ, the name of the Respondent firm, and all relevant contact information, the title stated as: **A Plan of Action for Cooperative Development to Rehabilitate the Historic Bringham Park.**
2. Letter of Transmittal (*Intent*): Identifying the RFQ, stating the Respondent's understanding of the scope of the services to be performed, providing the name(s) and address(es) of the person(s) authorized to represent the Respondent. **(Due December 14, 2012. A form, Attachment "B," is provided for convenience and should be used. Additional information is welcome.)**
3. A questions and answers meeting shall commence or be scheduled with respondents in order to gauge interest and ensure the highest quality understanding of and responses to the process elements. **(December 21, 2012. Attachment "A" provides elements for question generation and a form for submitting questions.)**
4. Qualification Statement/Narrative: Detailing Respondent's experience in the same or similar projects, identifying Respondent's performance on those projects, supplying at least three current references, and responding to the attachments as instructed in the process. **(Due January 11, 2013.)**
5. A Disclosure Statement as referenced in Section 8.7 and according to 8.7.5. The Disclosure Statement is separate from the Qualification Narrative but shall be submitted at the same time. **(Due January 11, 2013.)**

## **Section 5.0 Evaluation Criteria and Selection:**

### **5.1 Qualification Criteria:**

Respondents are expected to have, at minimum, expertise in the following:

- Prior design and implementation and/or program management for the rehabilitation, conversion, or design of historic wood style ballparks. The principals on any team should have at least one similar program completed and functioning for evaluative purposes.
- Experience in designing food service and restaurant elements and bar management in mixed-use development associated with sports arenas or ballparks.
- Experience in designing and developing programs for deferred and preventative maintenance.
- Experience in designing and developing programs for customer service and quality control.
- Experience in league affiliation and development.

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5.2 Disqualification Criteria:

Respondents are expected not to possess any of the following:

- Any involvement with competing properties such that a reasonable commercial operator would find a material chance of a conflict of interest or divided business loyalty.
- Possession of any material outstanding obligations or unresolved claims with the COA, after an opportunity to cure is presented.

Respondents should address each one of these items in its proposal. Additionally, although the Respondent's overall experience is important, the project manager and key staff should document his or her own roles in similar, successful projects. Attachment "A" should provide assistance for the qualification narrative.

This space intentionally left blank.

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5.3 Scoring:

Statements of Qualifications will be scored as follows:

Firm Experience (0-30 points):

- Direct, hands-on experience and participation in similar projects.
- Objective measures of success, such as awards, commendations, and data on increased values resulting from previous projects.

Project Manager (0-20 points):

- Detailed information on the qualifications and relevant experience of the project manager, listing all professional degrees, certifications, awards, and commendations and providing points of contact for work on a similar project.

Key Project Staff and Sub-consultants (0-20 points):

- Detailed information on the qualifications and relevant experience of all key staff, listing all professional degrees, certifications, awards, and commendations and providing points of contact for work on similar project.
- An explanation of what each key staff member will individually bring to the project and how their individual contribution is not duplicative or unnecessary.
- If any sub-consultant will be employed, they shall be clearly identified in the qualification. The prime consultant shall notify the COA, in writing, of any changes in key staff and the COA shall have the right to terminate or renegotiate the contract if those changes affect the work product or the time schedule.

Project Methodology and Approach (0-30 points):

- Provide detailed information on the firm's methodology and availability in meeting the scope of work and unique local or similar expertise.
- Provide a recommendation after Questions and Answers regarding current programming.

Total Possible Points: 100

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**Section 6.0 The Working Committee and Future Contract Monitoring:**

- 6.1 The COA's "Working Committee" is composed of the Mayor (or his designee), the City Attorney, the Public Works Director, and the Chief and Deputy Chief Operations Officers, and other economic development and planning support staff. These persons shall work with developers to identify obstacles to partnership and alternatives should any of these plans contain fatal flaws. One point of contact is named herein and shall be used by Respondents, unless otherwise provided by Section 6.2.
  - 6.1.1 The COA partners with the Greater Alexandria Economic Development Authority ("GAEDA") on SPARC projects. GAEDA's executive director sits on the Working Committee and is an essential stakeholder and partner in this process and any future Project.
  - 6.1.2 The COA partners with the Alexandria-Pineville Area Convention and Visitors Bureau ("APA-CVB") and its membership on the Working Committee as necessary. The Central Louisiana Economic Development Alliance ("CLEDA") or Chamber of Commerce may be invited to sit on the Working Committee.
  - 6.1.3 The COA may involve key Rapides Parish governing authority members, staff, and/or members of the Alexandria Regional Port Authority.
- 6.2 The office of the City Attorney (through its designee) shall separately work through the legal issues and may be named an additional point of contact for the process.
- 6.3 Any development team will be required to meet outlined deliverables and goals according to a plan that includes contract monitoring by the COA to ensure the public's interests are met timely and fully protected.
- 6.4 Any plan shall include "clawbacks" and other protections in favor of the COA in anticipation of, or protection against, nonperformance.

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**Section 7.0 Communications and Costs:**

- 7.1 Any attempts to influence the process by exerting influence outside of the Working Committee personnel and the channels established therein (the “Process”) shall be grounds to disqualify the respondent, applicant, proposer, or potential partner.
- 7.2 A Respondent is restricted from making contacts outside of the Process (i.e., an oral, written or electronic communication which a reasonable person would infer as an attempt to influence the award, denial, or amendment of this process) from issuance of this RFQ through final award and recommendation or approval of the resulting contract by the Alexandria City Council (“restricted period”).
- 7.2.1 During the restricted period, any contacts outside the COA, the designated staff for this process, defined as the Working Committee, shall be expressly prohibited.
- 7.2.2 No “lobbying” of Alexandria City Council members or other elected or employed officials will be tolerated, even through agents, and violation of this restriction may result in rejection of a proposal and debarment for this Process and beyond during the restricted period of the Process.
- 7.3 Direct all communications whether by telephone, mail or electronic-submittal to:  
**Jonathan Bolen**  
**Office of the Mayor**  
**915 Third Street**  
**Alexandria, Louisiana 71301**  
**318.449.5009**  
[jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com)
- 7.4 Addenda, Rejection and Cancellation. The COA reserves the right to revise any RFQ by issuing an addendum at any time. Issuance of a letter of intent to negotiate or issuing a Term Sheet in no way constitutes a commitment to award a contract at any time even after the completion of the process. The COA reserves the right to accept or reject, in whole or part, all Qualification Statements submitted and/or cancel this announcement if it is determined to be in the COA’s best interest. All materials submitted in this response become the property of the COA and selection or rejection of a submittal does not affect this right, except for confidential and proprietary material properly designated as such. The COA also reserves the right, at its sole discretion, to waive administrative formalities contained in any future RFQ, RFI, or RFP.

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- 7.5 Preparation Costs. The COA shall not be responsible for costs associated with preparing a response or for any other costs, including attorney fees associated with any challenge (administrative, judicial or otherwise) to the determination of the highest-ranked Respondent and/or awarded contract and/or rejection of qualification. By submitting a response, Term Sheet, RFQ/RFI or RFP each Respondent agrees to be bound in this respect and waives all claims to such costs and fees.
- 7.6 Confidentiality. The content of all proposals is ultimately a public record. Please note: Louisiana has a very broad public records law.
- 7.6.1 If you are expecting confidentiality, please contact the City Attorney, 318-449-5015, for an advisory opinion before forwarding information.
- 7.6.2 The COA will be liberal in its interpretation in favor of disclosure.<sup>4</sup>

**Section 8.0 Universal Terms of Engagement:**

- 8.1 A final *draft* of any MOU or Term Sheet, outlining terms for all Cooperative Endeavors needed to accomplish agreed-upon goals, will be a requirement before approaching the Alexandria City Council, with certain minimum conditions and terms, as more fully set forth herein and as contained in any referenced or utilized Term Sheets.
- 8.2 The COA shall be able to deliver or guarantee full control and use of the facilities involved to Project partners without legal, or with commercially acceptable, impediments.

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<sup>4</sup> Most written communications to or from the COA or its officials are public records available to the public and media upon request. Your e-mail address, submitted materials, and communications may therefore be subject to public disclosure. Please consider this in your messages to the COA and in your submissions. While some e-mails, documents or materials may contain confidential and privileged material regarding ongoing litigation, proprietary plans of a business entity seeking to locate in Alexandria, Louisiana, or security measures of a municipality, and are therefore for the sole use of the intended recipients, the submission for purposes of this initiative by you in all likelihood is purely public; accordingly, use professional discretion and assume any information you forward is public. The COA will respect proprietary information about methods or plans clearly marked as such when in compliance with La.R.S. 44:1 et seq. If, however, the information becomes material to a decision, it may force its inclusion in the public domain. Please be aware the safest approach is to submit directly and with the understanding your submittal is public.

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- 8.3 All Respondents must certify that they can immediately obtain any private financing at any agreed-upon levels. **THERE SHALL BE NO EXCEPTIONS TO THIS REQUIREMENT.** Any misrepresentation shall be considered bad faith.
- 8.4 The operation of any COA owned assets shall meet sound commercial operations as defined by the parties.
- 8.5 All performance incentives shall reflect agreed-upon deliverables and provide for guarantees and claw backs to ensure compliance.
- 8.6 All Respondents should be aware that the facility for which they are submitting a proposal is a public facility, and the owner (COA) is a public agency. Pursuant to the laws, rules and Executive Orders of the State of Louisiana and the COA, the COA shall make every effort to avoid even the appearance of a conflict of interest or any impropriety in both the selection process for this project and the negotiation and performance of any resulting contract.
- 8.7 As part of any submittal a Respondent intends to make for this project, it must include a **Disclosure Statement** that answers the following specific questions:
  - 8.7.1 Describe any business transactions occurring within the prior three years between the Respondent firm and the COA.
  - 8.7.2 Describe any gift, loan, gratuity, discount, favor, hospitality, service, or benefit of any nature that your firm has provided to COA officials within the prior one-year period, with the exception of legally disclosed campaign contributions.
  - 8.7.3 A conflict of interest is defined as any action, decision, or recommendation by a person acting in a capacity as a public official, the effect of which would be to the private monetary or financial benefit or detriment of the person, the person's relatives, or any business with which the person or a relative is associated. A potential conflict of interest is defined as any action, decision, or recommendation by a person acting as a public official, the effect of which could be a monetary or financial benefit or detriment of the person, the person's relatives, or any business with which the person or relative of the person is associated. The potential conflict of interest is viewed from the perspective of a reasonable person who has knowledge of the relevant facts. Based upon these two definitions and with the exception of legally disclosed campaign contributions, describe any conflict of interest or potential conflict of interest that your firm has with the COA or any official thereof. This Disclosure Statement should be dated and signed by an authorized representative of

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the Respondent. Please note there are more specific conflicts set forth in Louisiana Revised Statutes, Title 42 and the Alexandria Home Rule Charter, section 7-02, among other laws and regulations.

8.7.4 A Respondent shall contact the City Attorney for a method of orally disclosing whether a written disclosure of the following issues is merited:

- Any litigation in the past seven (7) years.
- The outcome and experience with the litigation.
- Any claims or letters of demand in the past seven (7) years regarding questions of performance or threats of litigation.
- Any instances in which your firm or a member thereof has ever been removed from a contract or failed to complete a contract as assigned or refused to sign a contract at the original bid amount submitted.

8.7.5 Only one (1) original Disclosure Statement is required and should be submitted at the time the Statements of Qualifications is submitted as a **separate document under a separate cover. (Do not include the Disclosure Statement in the bound Statements of Qualifications submittals.)**

8.8 A Respondent must demonstrate comprehensive knowledge of the unique problems associated with ballpark rehabilitation development and related public partnering—including in today's market and economy and, especially, in a small mid-sized city or sub-tertiary market. This should include an in-depth knowledge of planning, design standards, and project management techniques and in particular for this Louisiana market.

8.9 A Respondent should have an implementation plan, including proposed funding mechanisms and federal and state matches, credits, and grants available.

8.10 A Respondent shall research all potential industry constraints or issues that could affect its feasibility, timing, and impact to the community—including the current economic climate.

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- 8.11 The COA's larger goal through the development of this catalytic Project is to provide a positive economic impact resulting in income to the COA, contribute to the urban fabric of the COA, add quality jobs to the COA region's workforce, increase tax revenues, provide opportunities for minority- and women-owned business enterprises (M/WBE) to participate in the Project development and operation, and contribute to the COA's long-term economic growth.
- 8.12 Those aspects to be vetted by the Working Committee are addressed by Attachment "A."
- 8.13 As to all material in this and any Term sheet, an applicant understands the Term Sheet and this RFQ in no way constitute an agreement, and are merely recitations of the goals needed to achieve a binding agreement with the COA. Specifically, you understand until a valid ordinance is adopted, allowing for a contract, which is then negotiated and executed, any discussions, Term Sheets, or MOUs are merely expressions of possibility, except as designated by the Mayor by separate writing as falling under an existing ordinance or authority to contract.
- 8.14 As to all material in any Term sheet, any applicant understands the Term Sheet and this RFQ in no way constitute a guarantee of participation or the advance of incentives by any party, including the COA, but especially regarding the APA-CVB, GAEDA, the Rapides Parish (county) governing authority, or any other entity.



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**DESIGN ELEMENTS AND GUIDELINES  
CITY OF ALEXANDRIA, LOUISIANA  
NOVEMBER 2012 REQUESTS FOR COOPERATIVE DEVELOPMENT  
BRINGHURST PARK**

(A)

**Service and Amenities**

The selected respondent is expected to create a first-class entertainment space within budgeted goals. While there is no approved budget as of this RFQ, there is an expected range of total improvement budgeting to reach a goal of \$3.0M, exclusive of initial feasibility and design fees. The City and its partners already have identified additional funding to cover first-class design strategies and marketing of the project.

The selected respondent is expected to conduct global feasibility determinations of the facility area, and then identify the overall plan for redevelopment or defeasement of the current park; to determine, if appropriate, a proper location and plan for a similar ball park; and to consider uses and assets in the surrounding area—including how to create other economic development opportunities in the area and for the park campus. The applicants shall demonstrate their understanding of “ballpark business,” specifically addressing the ways in which the firm is uniquely qualified to meet the following goals and expectations of the City of Alexandria:

- Significantly increasing regional use of the park and increasing public participation and buy-in, including, in addition to ball play, other bookings, concerts, and multi-day events.
- Developing and executing a marketing strategy that augments (not merely relocates) existing local “little league”-style youth ball activity in the area of the stadium and adjacent ball parks.
- Reasserting the park as a leading regional recreation/sports destination reflecting the rich history of the ball park and league play in Alexandria.
- Better integrating existing assets and establishing partnerships with local and regional institutions, cultural destinations, and local hotel and motel operators.
- Enhancing value, both tangible and intangible, for the Masonic Corridor and the Alexandria community and metro area/region.
- Assisting city government and other governmental bodies to ensure a coherent and consistent message and plan of action.

(B)

**No Limitation on Proposal**

The above is not intended to limit proposers’ creativity or ability to propose an alternative scale or set of features and amenities deemed to better suit the goals of the City through this Project. The City is open to proposals that offer distinctive features and amenities that go above and beyond those outlined above and set Alexandria apart from other destinations. The City reserves the right of final approval of the Project scale, features and amenities.

November 27, 2012

*(Brighthurst Park Development)*

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

In any combination, please note the City is seeking feasibility for rehabilitation, new build (greenfield or not), modular/fabrication materials or wood-plank decking (as it currently is), and any other recommendation.

The Administration and Legal Staff certify that the Scope of Services of this proposed agreement cannot be met by municipal staff or employees, and that: (i) the hiring of a specialized consultant is feasible given there are currently funds available for a consultant agreement through redevelopment authorities and without straining the city’s capital budget; and (ii) the City is not in a position to operate the property as an ongoing concern and realize a profit or place the facility into best practice without expert assistance. This certification is provided with the caveat that the City’s public works and community services divisions contain professionals on multiple levels whose input and oversight shall be included in all aspects of the project.

The Legal Staff certifies for purposes of the City Council’s anticipated award that: (i) there are support personnel in the Division of Public Works and Community Services to ensure the city has permanent personnel for services of continuing need; and (ii) the use of a specialized consultant is proper because (A) there is a declared need for professional services outside the scope of what the city initially can provide in terms of design and programming, (B) these services, at this time, are not more appropriately committed to civil service, (C) an interim owner’s representative fulfills the particular, specialized needs articulated by the appropriate supervisory personnel or findings of need as articulated in *Alexandria City Council Resolution*, No. 8561-2009 (*inter alia*), by the mayor, or his designees, and (D) the proposed and eventual contract contains limitations and checks so that it is not open-ended or gratuitously donative.

- Thus, there exists a declared need for professional services outside the scope of what the city can provide regarding ballpark management and operations.
- There is a danger of wasted city property, assets, and programming in the absence of immediate and decisive action.
- There is a danger of personal injury to the public with continued use of the recreation assets contemplated herein without special action.
- There is a history of management challenges given the age, nature, disrepair, and operating funds associated with the asset.
- There is the need for a specialized consultant to aid in future security to the asset in the form of foundation-style funding, fundraising, and other activity best supported by establishing best practices from experts in the industry.
- There is a finding the semi-professional baseball industry is not suited for municipal management.
- There is an opportunity for increased linkages with the region’s burgeoning competitive advantage in youth baseball and other sports.
- The continuing management of any facility, on any level, is not a matter best suited to daily municipal management because of high specialization required.
- There is not sufficiently-trained staff in the current civil service to meet the short term needs.
- Regulatory and legal requirements in the ballpark’s anticipated and increased uses are not suited for City personnel.

The COA will be able to ensure, through properly-trained employees, that the COA has access and control of the programming and operations at all times through its Finance Division and DPW. These entities can properly oversee any contractor and maintain proper accountability over public funds.

There is a need for professional services for a highly specialized and particular need.

(C)

Development Team Requirements

Respondents are to assemble all of the necessary parties for the design and construction of the project with proven track records in the development of similar in scope Projects (the “Development Team”), including but not limited to architectural and engineering firm(s) and related sub-consultant(s) (including, without limitation, mechanical, electrical, civil and structural engineers), design of the specifications for the city to bid out for a highly qualified and financially capable general contractor, and collaborate, potentially, with the ACES franchise. If the proposal is funded using public money, the developer will have to procure their general contractor, design professionals and sub-contractors using the City’s procurement process where appropriate. You may consult with the City before submittal.

Please note the intent for a consultant to manage the rehabilitation of the park does not require an architectural or engineering firm as the primary consultant, although it is anticipated that such a partner may be involved as part of a team or as part of the RFP process.

*(Bringham Park Development)*

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

On the other hand, an A/E firm might partner for purposes of the RFQ in this first process and negate the need for a secondary process. Alexandria is open to any consortium if it is able to aid in meeting the design and management elements herein.

For example, there could be a baseball park/arena consultant to isolate issues and plan for needs that uses a local firm to determine feasibility for a new park; thereafter, the team might craft an RFP to seek qualified proposals with the initial team acting as owner’s representatives.

Or, the RFQ respondent team might be a park design firm or consortium of park professionals with local or extra-local teams who are able to act as designer, park consultant, program consultant, and community engagement specialists.

(D)

A.F.E.A.T.

It is the policy of the City to involve Minority and Women-owned Business Enterprises (M/WBE) to the greatest extent feasible. In the Proposal Statement, the Developer must provide their proposed method for M/WBE participation in compliance with the *Alexandria Fairness, Equality, Accessibility and Teamwork* program. The City has a program to aid small, emerging, minority- and women-owned businesses, ensuring such interests are given an equal opportunity to conduct business with the City of Alexandria. It promotes: (i) The competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; (ii) business ownership by small business persons, minority persons, and women; and (iii) the procurement by the City of professional services, articles, equipment, supplies, and materials from business concerns owned by small business persons, minority persons, and women.

(E)

Global Proposals Sought

While an all-encompassing proposal is not required, and each aspect of the ballpark may be the subject of a partial proposal, the City will actively consider proposals encompassing all properties and spaces with the greatest weight being given to global proposals. A proposal will be based on a cost-benefit analysis that will weigh scope, timing, financial costs and risks, revenue generation, design and lifestyle amenities and level of quality and creativity.

(F)

Environmental Consideration

The development shall be environmentally sensitive and use as much sustainable techniques and technology as is feasible. Certification at a minimum of a LEED standard is recommended as well as any other proposed structure(s) seeking public monies and/or subsidies. The team may be faced with environmental needs and therefore specialized advice from your team, although no environmental issues are known at this time.

(G)

Right to Sever

The City and the Working Committee reserve the right to recommend the City Council accept a combination of proposals, multiple proposals, or any portion of a proposal for the City’s consideration. Respondents to the RFQ process will be evaluated and ranked by the City staff and Committee and their proposals presented to the City Council following the recommendations of the committee. Following this and depending on whether the secondary RFP process is adopted, a proposal(s) will be selected and will be entered into a MOU leading to formal negotiations for a development and operating agreements with the COA, including multiple MOUs and selected applicants.

(H)

Public Participation Policy

It is the City’s goal to minimize the level of public financial participation in the Project and to attain the most distinctive, highest-quality and marketable project possible. Eventually, respondents will be expected to help the COA determine (as owner’s representative) or actually provide (as proposal winner) information regarding sources of debt and equity, and are urged to consider creative development and financing structures that will accomplish these ends. Preference will be given to those developers who minimize the use of public financing, emphasize private sector financing and/or participation and provide the greatest economic opportunity for the City.

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

(I)

Valuating Public Subsidy

Ultimately, respondents must state a single value for the present value of any and all subsidies requested to be provided by any public body, including cost of land. Required funds should be broken out between immediate subsidies (payment for any portion of the project, waived fees, etc.) and the present value of streams of subsidy over time, such as tax rebates.

(J)

Assumptions Evidence Based

Proposals should include a financial plan detailing the assumptions used in the recommended development. The assumptions should include operating projections supported by market research. In addition, a financing plan and Project schedule must be submitted. As part of the submission, the developer shall identify practical financial sources that could be considered to support the Project. Proposals should break down all financial assumptions for the project, including the price offered for any public land included.

(K)

Weight for Actual Experience/Financial Objectives

The City will give weighted consideration to the Development Team with significant experience in developments similar in scope and quality to the proposed Project, and who also demonstrate significant financial resources to support a guarantee of completion in accordance with a fixed schedule. The City generally understands the economics of the sports and tourism market and will consider various finance options to best meet the needs of the Project. The City has the following financial objectives; the City seeks to:

- Limit financial participation by and risk to the City.
- Leverage economic gains of the Project for the general benefit of the S.P.A.R.C. CRA-3 and/or City.

(L)

Physical Development Proposal

The City expects the Project to possess the quality and level of aesthetic consistent with parks of high quality in other North American cities. Respondents shall provide a design concept, including conceptual drawings and/or models, for the proposed development program.

(M)

Project Schedule

Respondents shall provide a project schedule that should run from authorization through negotiation, assuming that an MOU is executed with the City by third quarter of 2013. This envisions that the actual physical development proposal shall be expected by this time. This schedule leaves three months of actual design planning if it takes three months to conduct all feasibility determinations. Items (H)-(L) generally assume the design and physical design phases of the Project. In the case of an RFQ owner's representative (and not an overall Project awardee) in the first phase, Items (H)-(L) have limited application; however, those items will be mandatory for the second phase.

(N)

Project Financing

If Respondents provide a finished project proposal in this first phase, details are to be completed by Respondents in Excel format and included in the response. If alternative project scenarios and financing approaches are considered, full information for each alternative is required. All financial assumptions including profit(s) must be identified. Respondents shall provide a detailed development budget in conformance with any provided forms. Escalation of costs for inflation should be included and so identified in the projections. Respondents shall provide details of market assumptions that underlie projected attendance levels and rates, as well as a five-year market history, using any provided forms or generally acceptable formats. Respondents shall provide a statement of net operating income for the proposed project in conformance with any provided forms or generally acceptable formats, assuming completion of construction and opening of the Project in the appropriate year, based upon the project schedule submitted by the Respondent. Respondents shall provide an analysis of the Project's cash flows using any provided forms or generally acceptable formats. In this schedule, cash flows from operations, project costs, debt

*(Bringhurst Park Development)*

**PLAN OF ACTION FOR COOPERATIVE DEVELOPMENT—ATTACHMENT “A”**

service, profit requirements, and the residual value of the Project are used to calculate the net present value of the proposed project. Respondents shall provide a plan and demonstrate ability to obtain both equity capital and, as required, debt financing necessary to undertake the development, including the rates of return these sources are likely to require. Respondents are required to present evidence of equity capital and debt financing commitments from financial institutions, partners, and other resources, as part of the response. **Respondents will need to provide specific terms and pricing in a separate electronic document and hard copy with a cover sheet that provides in bold type “DOCUMENT CONTAINS CONFIDENTIAL PROPRIETARY OR TRADE SECRET INFORMATION”.**

(0)

Questions Submitted

In the space provided, you may submit questions for response by the COA. Please note these questions are due on or before December 21, 2012.

Respondent’s Representative:

Name:

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Position:

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Business Mailing Address:

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Telephone:

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Facsimile:

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E-mail:

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Questions? Send completed form to [jonathan.bolen@cityofalex.com](mailto:jonathan.bolen@cityofalex.com)

**NOTICE OF INTENT TO RESPOND  
CITY OF ALEXANDRIA, LOUISIANA  
NOVEMBER 2012 REQUESTS FOR COOPERATIVE DEVELOPMENT  
BRINGHURST PARK  
ATTACHMENT B**

\_\_\_\_\_ (Company) received the Alexandria

Request for Qualifications for **A Plan of Action for Cooperative Development to Rehabilitate the Historic Bringhurst Park.**

**“Our firm intends to respond to the qualification regarding rehabilitating the historic ballpark.”** (You may attach an additional single-page letter regarding your intent.) We anticipate submitting a proposal that will include:

- Recommendations for a separate RFP process regarding which the respondent will oversee;
- Recommendations for respondent to act as owner’s representative to perform program management for the entire project;
- Interest as team member but not as principal applicant; or
- Other (please specify) \_\_\_\_\_

Term of proposal: \_\_\_\_\_

Please indicate whether any of the following apply (in a separate letter or in the space provided):

- ☐ Present or prior management of a ball facility.
- ☐ Experience in culture, arts, or large facility management.
- ☐ Experience in addressing deferred and preventative maintenance.
- ☐ Experience in customer service and quality control.
- ☐ Experience in recreation and stadium-style policy development.
- ☐ Competing properties such that a reasonable commercial operator would find a material chance of a conflict of interest or divided business loyalty.
- ☐ Material outstanding obligations or unresolved claims with the COA, after an opportunity to cure is presented.

Other Proposed Points of Agreement, Issues and Questions to Be Answered by City:

Respondent’s Representative:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_