



**DATE:** October 28, 2020

**TO:** Debbie Tarry, City Manager

**FROM:** Susana Villamarin, Senior Management Analyst

**RE:** RFP 9773 - Aquatics Management Services – Shoreline Pool

On August 27, 2020 we issued the request for qualifications and proposal for Aquatics Management Services (RFP 9773) for any private or public entity to provide industry standard pool management, operations, staffing and programming services for the Shoreline Pool located at 19030 1st Ave NE, Shoreline, WA.

The first requirement of the RFP was a mandatory pre-proposal briefing session and site visit of the Shoreline Pool that was scheduled for Friday, September 11, 2020 at 3:00 pm and required pre-registration via email. Two companies registered and attended the site visit: Cascade Swim Club and Stand Guard Aquatics. Both companies had until September 11, 2020 to submit any questions and none were received.

The submission deadline for qualifications and proposal was due by October 23, 2020. Cascade Swim Club was the only one submitting a proposal. The submission was reviewed by Dan Johnson and me (Susana Villamarin) using the criteria set on the original RFP. It is our opinion that the submittal was non-responsive to multiple criteria outlined in the RFP. Non-responsive points are identified in italics below.

| <b>RFP Evaluation Components/Criteria</b>  | <b>Submission Received</b>  |
|--|---|
| <b><i>i. Letter of Introduction</i></b>  | Provided  |
| <b><i>ii. Operators Organizational Qualifications</i></b><br>Provide an organizational chart for the operator team. Clearly indicate names of individuals who will perform each task. Show each individual position and the reporting arrangement between individuals. Operator will be required to provide evidence of a Washington State Business license. | <i>No organizational chart submitted.</i> A list of all the Key Leads currently working for the Club was submitted. It was stated that a more traditional line-up of facility staff will be put in place over time as programming ramps back up with a facility manager reporting to the Executive and overseeing a small staff of programmers, administrators, instructors and lifeguards. |
| <b><i>iii. Background and Qualifications of the Team</i></b><br><b>Organization Legal Name</b> – The name of the organization or organizations, if a joint venture. Indicate the address of the  | Organization Legal Name is Cascade Swim Club with address P.O. Box 77043, Seattle, WA 98177<br>A brief background of the company was submitted. Their experience is mainly  |

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|--|---|
| <p>organization, or lead organization, if a joint venture.</p> <p><b>General Background and Experience</b> – Summary of the background and experience of the operator in operating a pool or similar facility and running aquatics and/or recreation programs.</p> <p><b>Unique Experience</b> – Description of any operational endeavors, awards or opportunities which make the operator especially experienced for this project.</p> <p><b>Responsibility and Ongoing Projects</b> – Ability to accept responsibility for operating a pool facility in view of the organization's current and projected work load and a list of current ongoing activities and responsibilities, identifying the involvement of the primary staff manager and other key staff to be assigned to operating and maintaining the Shoreline Pool.</p> <p>Disclose any items that reflect on the operator's management history and experience including personnel actions, negative financial audit findings, etc.</p> | <p>providing comprehensive competitive swimming opportunities for swimmers of all levels, but no pool operations was included.</p> <p><i>No list of current project or responsibilities was submitted</i></p> |
| <p><b>iv. Qualifications of Lead Personnel</b></p> <p><b>Qualifications of Pool Manager</b> – Identification of the pool manager who will have overall responsibility for the operations and maintenance of the pool. Include professional biographical data or a resume outlining specific experience this individual has that is pertinent to developing aquatics programming, managing staff, managing community relations, ensuring the safe and healthy operation of a public pool (including description of roles and responsibilities).</p> <p><b>Qualifications of Personnel</b> – Identify the lead personnel and include a description of activities they will be working on and professional biographical data or a resume outlining their expertise and professional experiences with fulfilling their assigned functions.</p>   | <p>2 names were submitted as Site Lead and Assistant Coach, both certified pool operators.</p> <p><i>No resume, biographical data, experience or description of activities was included.</i></p>              |

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|--|---|
| <p><b>v. Operations Plan Proposal</b></p> <p><b>Operating Hours</b> – Identify the hours when the pool is expected to be open to the public for general use and when it will be reserved for private use.</p> <p><b>Program Plan</b> – Provide a description of the programs planned for the Shoreline Pool. Include a general description of anticipated programs, demographic of expected participants, range of fees. Describe public programs as well as anticipated private programs.</p> <p><b>Marketing/Communications and Community Outreach</b> – Describe how the operator plans to communicate with the public, neighbors, and participants.</p> <p><b>Financial Plan</b> – Prepare a five-year financial plan that reflects the programs and staffing expectations. The financial plan should include all sources of revenue and all sources expenses. Financial reserves for maintenance issues should be included in the financial plan. Operator will be required to provide one (1) current credit or bank references for the organization regarding the organization's financial ability prior to an interview. The financial plan should include the expense of drain cover replacement prior to re-opening the pool.</p> <p><b>Maintenance Plan</b> – Prepare a maintenance plan that includes ongoing custodial services and routine maintenance. The maintenance plan should address how non-routine maintenance issues will be identified and resolved.</p> <p><b>Safety Plan</b> – Provide a plan to ensure the safety of patrons utilizing the Shoreline Pool.</p> <p><b>Expectations for City Involvement</b> – Prepare an operations plan that highlights any items where City involvement is expected including financial or maintenance support.</p> | <p>Operating hours will be 5:30 am to 9:00 pm each day. Cascade members will use the pool during prime time - 4:00 pm to 8:00 pm during weekdays and 8:00 am to 12:00 pm on weekends. In our view this leaves very little opportunity for the High School Swim Team's 3-hour daily practice and puts the community opportunities at a greater disadvantage.</p> <p><i>The RFP states that pursuant to the Joint Use Agreement, the School District is entitled to certain benefits such as three hours of pool use time between the hours of opening and 6:00 pm at no cost to the School District. Their proposal presented makes the pool available until 4:00 pm and is to charge the school district an hourly rate of \$115 for the exclusive use of the pool which conflicts with the current JUA.</i></p> <p>A list of community programs considerations was included with <i>no specific plan, descriptions, demographics or fees.</i></p> <p>Communication and marketing with public will be via Social Media which may not reach some citizens.</p> <p><i>No financial plan was included stating revenues and expenditures.</i></p> <p><i>No maintenance plan was provided.</i></p> <p><i>No safety plan was provided.</i></p> <p>The expectation for City Involvement were stated under their proposed Operator Agreement – Item 4 - Responsibilities of the City.</p> <p>The intent to get insurance is listed in the above-mentioned Operator Agreement under item 10.</p> |

| RFP Evaluation Components/Criteria   | Submission Received |
|--|---------------------|
| <b>Insurance</b> – Demonstrate that the operator has or will be able to secure and maintain liability insurance.   |                     |
| <b>vi. References</b><br>Name three (3) references the City may contact to verify qualifications, including telephone numbers. References will not be scored but will be used to verify the accuracy of information provided by the respondents and may lead to adjustment of the initial scoring of respondents. The City reserves the right to contact references other than those provided by the operator. | Provided            |

After thorough review of the proposal, the reviewing team scored the written materials submitted with a total of 42.5 points out of 100 using the rating criteria published in the RFP as follows:

| Criteria   | Score |
|--|-------|
| <b>Organizational Capability (20%)</b><br>The over-all organizational structure proposed for the operation the pool. History of, and expertise in, operating and maintaining a pool or other recreation facility. Financial stability and management of the organization.  | 10    |
| <b>Personnel Expertise (25%)</b><br>Identification and qualifications of key personnel--staff(s), individual(s), team(s) or firm(s); education and general management, marketing and recreation experience, including experience operating pool or recreation facilities and programs; strength to respond and communicate effectively with City staff, the public, community groups, City policy makers, development and nonprofit professionals  | 10    |
| <b>Public Program Opportunities (20%)</b><br>Demonstrated ability to respond to the demands of the public for a variety of aquatics opportunities; quality of community-related programming and education proposed for youth and others to enjoy fitness activities; appropriate amount of public programming and access to the pool.  | 7.5   |
| <b>Financial Plan (30%)</b><br>Feasibility of a financial plan for this facility; experience managing the financial operations of a recreation facility. Minimal expectations of financial involvement by the City. Realistic understanding of the financial aspects of operating a pool including anticipating costs of maintenance. One (1) current credit or bank references for the organization regarding the organization's financial capability. This must not be a revenue-sharing plan. | 10    |
| <b>Communications (5%)</b><br>Demonstration of willingness to collaborate with various members of the public and neighboring community; marketing, media and public relations experience in communicating with the public.   | 5     |
| <b>TOTAL</b>   | 42.5  |

If the proposal is accepted as submitted the following will be the City's estimated costs and responsibilities:

| Items  | Annual Cost    |
|--|----------------|
| Operational Support@ \$15K/month adjusted by CPI yearly                            | 180,000        |
| Annual Repairs & Maintenance to include all single item repairs costing over \$500 | 50,000         |
| Water Usage (estimated)  | 30,000         |
| Total  | <b>260,000</b> |

Added to the above annual financial commitment, the City will be responsible for:

- 1) Additional \$100,000 to the Repairs account if necessary
- 2) Work with Cascade in good faith to try to find adequate funding from additional sources
- 3) Provide advisory assistance with regards to maintenance, operations, previous repairs, historical data, receipts, estimates, appraisals, and any other information that would be helpful to ongoing operations.

#### **RECOMMENDATION:**

Based on the lack of data in the submission received and the financial commitment the City will have to accept, staff is recommending not to award RFP 9773 for Aquatic Management Services – Shoreline Pool to Cascade Swim Team.

#### **NEXT STEPS:**

- 1) City needs to formally communicate Cascade Swim Club of their decision
- 2) Plan for future of building - For this step, staff recommend demolition of the building. There is a financial impact of \$940,000 to demolish. All other costs can be absorbed in the proposed 2021-2022 Recreation, Cultural & Community Services budget. The steps in 2021 would be:
  - a) Mothballing the building in preparation for demolition for approximately \$7,000.
    - (a) Shut down all utilities
    - (b) Drain the pool
    - (c) Board up windows
  - b) Demolish building –The cost of demolition is approximately \$940,000 including City permits, project management cost and a 10% contingency.

Attachment: Cascade Swim Club Proposal