



Memorandum

To: Jud Foster, City of Norman

From: AJ Kirkpatrick, ADG, P.C.

ADG Project Number: 16-003

ADG Project Name: Norman Forward - Indoor Aquatic and Multi-Sport Facility

Date: 01.26.2021

Re: Indoor Aquatic and Multi-Sport Facility Operator Selection Process

This memo is intended to update on the process to select an operator for the Norman Forward Indoor Aquatic and Multi-Sport Facility.

Request for Proposals

On behalf of the City of Norman, ADG issued a Request for Proposals seeking an operator for the forthcoming facility on in March 2020. The RFP was advertised in Norman Transcript and was shared directly with several organizations in the region that have experience managing similar facilities.

Three qualified firms submitted proposal to that initial RFP:

1. Cleveland County Family YMCA of Norman, OK
2. Santa Fe Family Life Center of Oklahoma City, OK
3. Sports Facilities Management of Clearwater, FL

The first two groups are non-profit organizations and the last group is a for-profit corporation.

Following the receipt of these proposals in May of 2020, initial conversations began among city leaders about the possibility of a new election to raise additional funds for the Norman Forward projects. It was decided at that time to delay interviewing the three firms until after the resulting August 25, 2020 election and until it was clear that a land deal for the proposed site for the facility was completed or nearing completion, as both could have significant impacts on the size, programming, and financial feasibility of the facility.

Proposal Review and Interviews

Plans for interviewing the three original submitting teams began in earnest again in October 2020. Staff at ADG reviewed the proposals against the scoring criteria that was identified in the RFP document. Those scores were shared with members of the selection committee along with physical copies of the proposals in preparation for the interviews. Members of the selection committee included:

1. Darrel Pyle – City Manager
2. Kathryn Walker – City Attorney
3. Jason Olsen – Recreation Superintendent
4. Ray Young – Parks and Recreation Director Designee – In place of Jud Foster
5. Steve McDaniel – Multi-Sports and Aquatics Ad-hoc Committee
6. Kristi Wright – Norman Park Board of Commissioners
7. Nancy Yoch – Multi-Sports and Aquatics Ad-hoc Committee

The interviews with all three teams were held on the afternoon of Thursday, November 19, 2020. In the interviews, each team was given up to 40 minutes to present their qualifications, business plan, and proposed budget, including any financial assistance they might ask of the City if chosen. Following the formal presentation, the committee members used an additional 30 minutes to take turns asking each team the same 14 pre-written questions (see attachment). With any time remaining, the committee members were free to ask any additional questions that may have arisen.

A review session after the interviews showed that the majority of the seven voting committee members preferred Santa Fe Family Life Center of Oklahoma City as the team to begin negotiations with the City of Norman towards their eventual operation of the facility. In response to a request from the selection committee, a second hour-long meeting was held on Monday, November 30, 2020 to allow committee members to ask additional and more detailed questions of key staff members at Santa Fe Family Life Center.

Santa Fe Family Life Center had been notified prior to the second meeting that they were the preferred operator. The other two teams were notified of the committee's decision on December 8, 2020.

Summary of Deliberations

A review session conducted after the interviews showed that the majority of the seven voting committee members preferred Santa Fe Family Life Center as the team to begin negotiations with the City of Norman towards their eventual operation of the facility.

Key take-aways from those conversations (in no particular order and in no order of magnitude) are as follows:

1. Across the three proposals, the level of assistance requested of the City varied greatly. In particular, the Sports Facility Management proposal requested \$950,000 in the first year with the amount decreasing annually over the first four years to approximately \$400,000. By comparison, the Santa Fe Family Life Center initially requested a one-time grant of \$250,000 to assist in establishing the pool facilities, but ultimately changed their request in preparing their presentation to just having the City cover utility costs for the building.
2. Santa Fe Family Life Center's financial projections for the facility and anticipated operating budget numbers were all-encompassing. Cleveland County Family YMCA's decision to not include "an annual budget for the first five years of operation" as requested in the Request for Proposals left the committee with several questions of how the facility might perform annually and ultimately lacked specific detail on how the City might be asked to assist the facility financially.
3. Santa Fe Family Life Center provided more detailed information relating to programming, scheduling tournaments, approaches to involving community partners, and membership.
4. The background, history, and overall experience of Santa Fe Family Life Center surpassed the YMCA's. The high level of specialized staff knowledge was well-established in their RFQ response as well as in their presentation.

Next Steps

The City of Norman City Attorney's Office is in the process of drafting an Operator Agreement to eventually be shared with Santa Fe Family Life Center. The City of Norman City Attorney's Office has drafted a Memorandum of Understanding with Santa Fe Family Life Center that is to be presented to Norman City Council for approval on February 9, 2021. It is expected that a finalized Operator Agreement for this facility could be shared with City Council in late February or early March.

ADG and the City of Norman have also recently completed the interview process to incorporate a Construction Manager at Risk (CMAR) partner for this project. An RFQ was advertised in December of 2020, interviews were conducted on Friday, January

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Page 3 of 3

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22, 2021, and a preferred CMAR has been selected. It is expected that this preferred CMAR will be brought to City Council for approval in February of 2021.