

STAFF REPORT
CORONADO PARKS AND RECREATION COMMISSION

March 13, 2023

Section 6, Item b

SUPPORT SELECTION OF NEXT PRACTICE PARTNERS, LLC. TO COMPLETE A COMPREHENSIVE FEE STUDY AND DEVELOP A COST RECOVERY MODEL FOR RECREATION AND GOLF SERVICES.

RECOMMENDATION: Recommend to City Council the staff selection of Next Practice Partners, LLC. to complete a comprehensive fee study and develop a cost recovery model for Recreation & Golf Services.

BACKGROUND: Fees are assessed for facility rentals, recreation, golf, and tennis programs to recover costs associated with the operation of the department. The current format and structure of fees and use policies for Recreation have been in use since Resolution 7551 was established in 1998. Since then, multiple resolutions have been approved to intermittently address changes in policy, addition/modification of facilities, consumer price index changes, incremental fee increases, and usage studies completed by the department; however, a holistic review of fees and use policies for Recreation, Golf, and Tennis operations has not been performed. Additionally, the most recent increases of golf greens fees have been recommended based primarily on market analysis of local courses and current fund conditions, and not in consideration of long-term operational costs associated with facilitating the operation of the golf course, including capital needs and escalating water and labor costs.

Consequently, Recreation and Golf Services proposed to retain a qualified consultant with specific experience and expertise in comprehensive fee analysis and cost recovery model development for parks and recreation agencies to perform a full cost recovery model, develop a policy plan, and complete a comprehensive fee study.

ANALYSIS: Staff released a request for proposal (RFP) on December 30, 2022. The RFP scope of work specified the selected consultant would be tasked to do the following:

- Outreach and engage the community to identify and understand the needs and desires for prioritizing recreation and golf opportunities and identifying cost thresholds for programs and facilities;
- Review the City's current Recreation and Golf Services fees and facility use policies;
- Determine the true cost to the City to provide various services;
- Make recommendations for adjustments to the Department's fee schedule;
- Determine a methodology of establishing fees and facility use policies;
- Develop a cost recovery policy plan for cost recovery targets for the Department as well as individual program, facility, and user classifications.

The intent of the study is to provide development of user fees and identify costs associated with each program and service in relation to cost recovery targets ultimately approved by City Council, and an evaluation of the Department's facility use policies to ensure equitable access, clear guidelines, and efficient administration of facility use requests. The City Council will have full discretion to choose which fees and policies to adopt and may ultimately elect not to modify or enact new fees.

The RFP submittal period concluded on January 27, 2023, and the City received four proposals (see Table 1). A five-person selection committee consisting of staff from different City departments, and a representative each from the Golf Concessionaire and Tennis Concessionaire convened to review and evaluate the proposals. The selection committee recommended to interview the firms scoring at least 75% or better on the initial score; interviews were completed with representatives from the top two scoring firms.

Staff found both interviewed firms to be highly qualified to perform the work and each has extensive experience completing fee study analysis, engaging the community, and recommending policy and fee changes for local government clients. The two firms submitted high-quality proposals and offered comparable cost estimates and schedules to complete their analysis and prepare a report.

Ultimately, staff recommends the selection of Next Practice Partners, LLC, based on their history of successfully completing studies for other local California cities (Cities of San Diego, Chula Vista, San Marcos, Poway, and Carlsbad), their understanding of the Coronado community and comparable communities, their methodology for community engagement, and their ability to provide a statistically valid survey.

The following table identifies the consulting firms who submitted proposals, the overall scoring of each firm, and final ranking.

Table 1

Firm	Total Price	Initial Scoring (25 / %)	Interview Score	Selected
Next Practice Partners	\$80,000	20.87 / 83.48%	8.9/10	✓
Moss Adams	\$79,500	19.65 / 78.62%	7.5/10	
Matrix	\$35,000	18.47 / 73.87%	n/a	
110%	\$54,890	15.96 / 63.85%	n/a	

Staff is requesting the support of the Parks and Recreation Commission in recommending to City Council the selection of Next Practice Partners, LLC.

FISCAL IMPACT: Funding for the Recreation & Golf Services Comprehensive Fee Study and Cost Recovery Policy Plan Development project in the amount of \$80,000 has been budgeted under account 10014401-80055, Finance Division Professional Services. No additional funding and General Fund Impact is anticipated to be required for the completion of this project.

ALTERNATIVE: None.