



**REQUEST FOR QUALIFICATIONS  
(RFQ2017UP08)**

**Downtown Economic and Fiscal Impact Analysis**

**RFQ ISSUE DATE: September 8, 2017**

**SUBMITTAL DEADLINE: September 22, 2017 3:00 PM CENTRAL TIME**



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## I. Background

Centro San Antonio (hereafter referred to as “Centro”) is seeking submittals from qualified firms (hereafter referred to as The Consultant) interested in providing a detailed analysis of the economic and fiscal impact of development and investing in downtown San Antonio, Texas through the year 2040. The work will serve to augment and enhance the City of San Antonio’s SA Tomorrow Downtown Regional Center (hereafter referred to as the “DRCP”) planning efforts. Please reference **Attachment A**, located at the end of this document, for the proposed Study Area. **Attachment A** also includes the boundaries of the Downtown San Antonio Public Improvement District (PID).

Information on SA Tomorrow planning, and the DRCP effort, can be found at <http://www.satomorrow.com/>.

## II. Overview

Centro would like to complete an analysis to quantify for elected officials, City leaders, downtown stakeholders and community members the value and return on investment (ROI) from downtown development activities that could take place to accommodate the expected job and residential growth that San Antonio will experience by 2040.

The Consultant shall employ a number of approaches to illustrate the results of the analysis beyond simply stating the economic and fiscal impact in dollars, illustrating graphically, through maps and charts, the value and ROI in downtown. The Consultant shall highlight the economic and fiscal impact per acre of development downtown relative to other areas. As well, additional metrics and graphics may be developed to further highlight the value as necessary.

## III. Scope of Work

Below is a proposed scope of work.

- **Task 1 – Project Initiation**
  - **1.1** The Consultant shall conduct an in-person meeting with Centro staff to finalize the scope and timeline, identify necessary resources, and reach a consensus on project deliverables and the role that Centro will play in support of the effort. The Consultant will also hold frequent check-in calls with Centro staff according to an agreed to schedule, in addition to routine communication throughout the analysis.
  
- **Task 2 – Baseline Economic and Fiscal Impact Analysis**
  - **2.1** The Consultant shall establish the baseline conditions of the Study Area to provide an assessment of the existing value and/or ROI in downtown. This ROI analysis shall include an estimate for the amount of taxes currently generated within the study area to the City of San Antonio, the San Antonio Independent School District, Bexar County, the State of Texas, and any other applicable taxing



entity. The Consultant shall brief Centro staff on the result of this task once completed and before proceeding with subsequent tasks.

- **2.2** The Consultant shall collect historic real estate market indicators to assist in an analysis of trends in downtown based on comparable areas (e.g. rents, vacancy rates, absorption rates, recent deliveries, development pipeline statistics, etc.)
- **Task 3 – Estimated Downtown Development Demand**
  - **3.1** The Consultant shall build upon the work associated with the DRCP to estimate job and household growth in downtown through the year 2040. These estimates of jobs and households will be translated to development demand center-wide.
  - **3.2** The Consultant shall build upon the work associated with the DRCP to estimate future development demand broken down by development types (e.g., housing, office, retail, hospitality) and potential densities with estimates for square feet and units. In addition to these statistics, The Consultant will generate estimates for future rents, absorption, and price by development type. The Consultant shall provide estimates based on the Housing and Economic Development Strategies work in the DRCP.
- **Task 4 – Land Development Capacity Estimate**
  - **4.1** The Consultant shall build on the work associated with the DRCP to estimate the capacity for new development (e.g., commercial, residential, mixed-use) based on vacant and potential redevelopment parcels. This will help visualize where new development can and is mostly likely to occur.
- **Task 5 – Comparison of Supply and Demand and Allocation of Development Demand**
  - **5.1** Using the conceptual land use plan developed in the DRCP planning effort, The Consultant shall estimate development capacity and identify vacant and potential redevelopment sites based on the land use regulatory guidance on density allowances.
  - **5.2** The Consultant shall allocate the estimated development demand by types of developments and density to the potential development sites. This analysis will illustrate any constraints on capture of demand from the land use plan. The Consultant shall also apply the development demand to actual parcels/sites in an effort to illustrate how the estimated demand could be accommodated. The Consultant shall also estimate the timing of new development over the plan horizon (i.e., the period between now and the year 2040).
- **Task 6 – Economic and Fiscal Impact Analysis**



- **6.1** The Consultant shall build upon the work associated with the DRCP, using the development allocation estimates to forecast the total value of new development possible from a combined land use and market perspective through the year 2040. The Consultant will base this analysis on the land use plan and strategy developed in the DRCP plan, forecasting three main scenarios: low growth, medium growth, and high growth. The Consultant shall also estimate the total revenue generated to the City of San Antonio, the San Antonio Independent School District, Bexar County, the State of Texas, and any other applicable taxing entity by the projected development through the year 2040. This estimate for total tax revenue shall be broken down by type (e.g., sales, income, hotel, etc.) The changes in the land use plan that are developed will be assessed to highlight the net impact of the land use changes.
- **6.2** The Consultant shall develop a range of indicators and measures of economic and fiscal impact, including value per acre, which can be used to illustrate the value of development and investing in downtown.
- **6.3** The Consultant shall project the growth allocation by parcel over the planning horizon to develop a graphic depiction of the economic and fiscal impact utilizing different measures and techniques, including the 3-D mapping of impact per acre.
- **6.4** The Consultant shall estimate impact and values generated by Centro through increased membership and the expansion of the public improvement district.
- **Optional Task – Center City Housing Incentive Policy Update**
  - **OT 1.1** As part of this work, Centro may ask The Consultant to provide a set of recommended policies in order to update the Center City Housing Incentive Policy program. These recommendations will be grounded in the analysis of existing conditions and projected growth scenarios.
- **Task 7 – Deliverables and Presentations**
  - **7.1** The Consultant shall develop a concise, graphically-oriented summary of the analysis. The Consultant shall develop graphics and summary content to be used and packaged by Centro for its use.
  - **7.2** The Consultant will develop a briefing book for internal use by Centro to encompass the conclusions of the aforementioned summary of the analysis. The briefing book will include detailed demographic and economic projections.
  - **7.3** The Consultant shall present the initial findings of the study to Centro staff and other stakeholders or board members, as needed. The Consultant shall



present, participate, and/or be available for a public presentation of the study at a Centro event (at Centro’s discretion and need).

#### IV. Project Timeframe

The following is the proposed project timeframe for this analysis.

Task	Proposed Month
1 – Project Initiation	1.1 – September 2017
2 – Baseline Economic & Fiscal Impact Analysis	2.1, 2.2 – September 2017
3 – Estimated Development Demand	3.1, 3.2 – September 2017*
4 – Land Development Capacity Estimate	4.1 – November 2017*
5 – Comparison of Supply & Demand & Allocation Demand	5.1 – December 2017* 5.2 – January 2018
6 – Economic & Fiscal Impact Analysis	6.1, 6.2, 6.3, 6.4 – February 2018*
Optional Task – Center City Housing Incentive Policy Update	OT 1.1 – February 2018
7 – Deliverables & Presentations	7.1, 7.2 – March 2018 7.3 – As needed

\*Timing may be affected by the development of the land use plan for the Downtown Regional Center. Centro will be responsible for coordination with DRCP staff. Centro will also provide the information to The Consultant as it becomes available from DRCP staff.

#### V. Schedule of RFQ Events

The following is a tentative schedule for this analysis.

Event	Proposed Date
RFQ Issue Date	September 8, 2017
Deadline for Submission of Written Questions	September 15, 2017 at 3:00 PM
Submittal Date	September 22, 2017 at 3:00 PM

#### VI. Submittal Document Requirements

Submittals must include the following items to be considered complete and responsive to this Request for Qualifications:

1. A one-page cover letter summarizing The Consultant’s interest and contact information of the project manager/key contact.
2. A one-page résumé the project manager/key contact; and up to one additional page per key staff member(s) who will work on the project (please include no more than two (2) additional staff members).
3. A one-page statement of the Consultant’s understanding of the project scope and a summary of the proposed approach that the consultant will use to accomplish the identified scope of work.
4. A one-page outline of the proposed collaboration with DRCP.
5. A one-page proposed schedule to complete the project by March 2018.
6. A one-page project budget and fee itemized by each work task/phase detailed in **Section III**.



7. A two-page description of a maximum of three (3) similar or related downtown projects successfully completed within the last five (5) years including references with names and contact information.

Every effort should be made to make the submittal as concise as possible. The submittal shall include a maximum of 10, 8.5x11-inch single-sided pages.

## VII. Submission Instructions

Respondent shall submit a total of five (5) hard copies of the submittal, which shall include one (1) copy in an Adobe PDF format on a flash drive. All submittals shall be received at the Centro San Antonio office **NO LATER THAN 3:00 P.M. CENTRAL TIME, SEPTEMBER 22, 2017** at the address indicated below. Any submittal received after this time shall not be considered.

Physical Address:  
Centro San Antonio  
ATTN: Ms. Maria Nelson  
110 Broadway, Suite 230  
San Antonio, Texas 78205

Responses submitted via any form of electronic transmission, such as electronic mail or facsimile shall not be considered. If submitted by any means other than mail/personal delivery, then it is The Consultant's sole responsibility to ensure the submittals are delivered to the exact location by the time specified. By submission of a response, the respondent acknowledges that it has read and thoroughly understands the desired Scope of Services, agrees to all terms and conditions stated herein, and acknowledges that it can perform all tasks, as required by March 2018.

## VIII. Reservation of Rights

Centro reserves the right to:

- Reject any and all submittals received
- Amend the current RFQ
- Issue a subsequent RFQ
- Cancel the entire RFQ
- Remedy technical errors in the RFQ process
- Negotiate with any, all, or none of the respondent to the RFQ
- Accept the written submittal as an offer
- Waive informalities and irregularities
- Accept multiple submittal
- Request additional information or clarification
- All responses and their contents will become the property of Centro

IX. Attachment A

**Attachment A: Study Area and Public Improvement District**

