



August 16, 2016

Ronald Mclemore
Interim City Manager
16 Colomba Road
DeBary, FL 332713

Subject: Proposal for Professional Services By and Between City of DeBary, Florida (“City”) and Associated Consulting International, Inc. (“Consultant”) for Professional Facility Programming/Planning Services for a New Community/Civic Center for City of DeBary, Florida (“Project”)

Dear Mr. Mclemore:

In connection with your request, please find attached our proposal for providing professional programming/planning services in connection with the above referenced subject.

The ACi-GreenPlay Team brings a high degree of expertise in strategic planning/needs assessment for community facilities programming and planning. ACi, based in Winter Park, FL, just completed a strategic plan/needs assessment for a new civic center (combined with a new 21st century public library) for the City of Winter Park using an in-depth public engagement process. This resulted in a city-wide approved public bond referendum vote approving the program, concept plan and cost. Additionally, ACi has provided programming and planning for additional public facilities for the cities of Lake Mary, Longwood, Casselberry and Winter Park and public institutions including Valencia College and Seminole State College. We are very excited to team with GreenPlay, LLC as our key subconsultant. GreenPlay has completed more than 400 similar type projects specializing in community centers in 40 states, starting here in Central Florida and across the United States. They bring to this project the greatest knowledge of publically funded community center strategic planning and budgeting. We have attached a summary of our qualifications for the ACi-GreenPlay Team.

The anticipated scope of services, tasks, deliverables and fee is described on Exhibit A attached hereto for your review and approval.

We greatly appreciate your consideration and look forward to the hopeful opportunity of assisting the City of DeBary in its first step to engage the city, community and stakeholders in defining the potential of a new community center facility.

Sincerely,
Associated Consulting International, Inc. (ACi)

A handwritten signature in blue ink, appearing to read "L. Adams, Jr." with a stylized flourish at the end.

Larry H. Adams, Jr.
President

Exhibit A-ACi Proposal
Scope of Work- Project Approach and Methodology
Community Center/Civic Facilities Conceptual Planning

Project Understanding

We understand the City of DeBary, Florida ("**CITY**") is moving forward to evaluate the need for a multi-purpose Community/Civic Center, and may be ready to proceed with a Strategic Facilities Program/Concept Plan ("Plan") to build the center.

The City would like to take this opportunity to first explore programming, core services, optimum cost recovery, management, and operational aspects. We understand there is a need to continue to meet the neighborhood needs, different age groups, along with expanding to supply desired services for community residents of all backgrounds, demographics, and income levels.

Our process is outlined in two (2) distinct phases that describes the following Scope of Work. Each phase has proven successful on projects of similar program elements and size here in Central Florida and nationally. We will develop, implement, and report the results of the Plan to help determine which amenities and features would incorporate the community's needs and desires, along with how to fund and operate them successfully in the future.

Proposed Scope of Work

Phase I – Initial Concepts and Community Input

1. Strategic Kick-Off (SKO) - Determination of Key Issues and Critical Success Factors

If selected to complete the Strategic Facilities Program/Plan for the multi-purpose Community/Civic Center, the ACi-GreenPlay Team ("**CONSULTANT**") will provide a work plan within 10 days of the award of contract for discussion at a Strategic Kick-Off (SKO) meeting with the City. We will review the details of the work plan and will formalize the timeline and requirements for the planning process, including accepted methodologies and tasks, final number and types of meetings, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a timeline for the community engagement process and the anticipated approval process.

Project Coordination

Having worked as professionals on "your side of the table," we understand how important it is for consultants to focus our work activities with you as efficiently as possible, without impeding your daily responsibilities. We will work closely with your team during the SKO to identify key "**Critical Success Factors**," helping to ensure that this project is successful and achieves your desired level of involvement and outcomes.

We understand that:

1. The City of DeBary will provide all information related to the related criteria of budget, programs, services, and facilities currently provided by the City.
2. The City will provide any previous plans or studies that are relevant to this project.

3. The City will identify all special interest groups and coordinate all interviews with staff, City officials, special interest groups, and other recreation service providers in the area.

We will work with your designated Project Manager and key stakeholders during start-up to schedule all necessary meetings and project tasks.

We will always be available for phone or email communication. ACi's Community Center specialist, GreenPlay, has successfully completed over **400** projects since 1999, and GreenPlay, along with ACi, take great pride in our track record of spending public dollars carefully. This starts with quality public engagement and a sound strategic program and concept plan.

Integration with Existing Vision, Goals, Operations, Budgets, and Plans

As part of the information gathering phase, we will integrate information from the **CONSULTANT's** other recent and current planning work. Throughout the planning process, we will consolidate and validate relevant information from these planning documents, as well as from budgets, work plans, and funding plans identified by the City, to facilitate coordination of direction and recommendations.

We suggest the following preliminary overall meeting schedule:

- **Strategic Kick-off:** meeting with the Project Team.
- **General Kick-off:** meeting with City staff and key stakeholders.
- **Information gathering:** meetings with staff and key stakeholders to obtain input and feedback, concurrent with the existing facility plan and program option.
- **Public Engagement:** an open meeting with the community to listen and understand community's desires and priorities.
- **Presentation and Review** of the Draft Report.
- **Presentation of Final Report** to the City Council.

2. Community Profile, Market Analysis, and Information Gathering

Community Profile and Market Analysis

Demographics and Population Projections

CONSULTANT will identify the constituency of the City through a high-level updated demographic analysis and market profile, utilizing all information available (including any previous planning efforts) and including information gathered from the Planning Department, U.S. Census Bureau, ESRI sources, and other national and local sources. A high-level demographic analysis based on service areas outlines trends regarding population, household income levels, age group characteristics, and any economic considerations that could affect the need for indoor facilities and programming.

Activity Profile/Program Options

Data will be assembled, evaluated and presented on existing venues that serve the region, including levels of use, marketing and promotion efforts, and technical capabilities. Data will include:

- Description of facilities
- Current, historic, and projected use/activities

- Current and projected attendance/marketing efforts
- Political, structural, and organizational factors
- Operating costs, management and operational structures
- Potential direct and indirect economic impact on the City and financial performance

Trends Analysis

A high-level trends analysis will include analysis of demographic shifts and their impact on what your community might consider, based on future relevant event facility trends, interest and participation levels for a variety of activities, and what is new in the field of events recreation and healthy lifestyle programming.

Public Assessment and Information Gathering

Our team utilizes a detailed and well-developed public and key stakeholder methodology that helps identify all of the needs, issues, and opportunities for your community. Our team will incorporate our knowledge of local issues, constraints, historical perspective, and concerns that will assist in producing useful and pertinent community feedback. We will work with City representatives and your Project Manager during the Strategic Kick-Off to finalize all methods to be utilized in this project.

A comprehensive **Information Gathering** and **Community Engagement** process would be scheduled onsite and could include:

- **Goal-setting and informational fact-finding meetings** with staff, the project team, and key stakeholders.
 - A "Come One, Come All" Public Meeting** – If desired, we would expect that the City would advertise the meeting, and recommend advertising through various channels including email notifications, flyers, press releases, advertising, web-site, etc. (TBD). We can assist by providing draft release materials and help with suggestions for distribution and notification.
- **Key-stakeholder individual interviews** – key stakeholders can include senior staff, decision-makers, key volunteers or community advocates, and/or key association members, related non-profit, or other governmental involved parties.
- **Focus groups** – Groups can be by arranged by special topic or by target group demographics. Potential groups might include:
 - Seniors.
 - Youth and Teen (potentially held at schools).
 - Adult youth advocates and schools.
 - Business – for profit and non-profit local potential partners, perceived competitors, and/or local business owners.
 - Key special program areas – aquatics, gym users, fitness, education, arts and cultural, sports, etc.
 - Other area break-downs as identified through key issues discussions during the Strategic Kick-Off Phase.
- **Optional Surveys** (not included in base fees)
 1. **User surveys** – Brief satisfaction and needs surveys that are informational (not statistically-valid) and help to identify issues and opportunities from the users of current facilities.
 2. **Statistically-Valid Survey** – These can be targeted to the City Residents or for broader applications if more justifiable information is needed. These are

especially important if justification is needed for a bond referendum or a system-wide plan has not been recently completed to inform the facilities needs justification.

Ranking and Prioritizing Demand and Opportunities

CONSULTANT will incorporate analysis of the facility spaces, potential usage and assessment findings into management tools, providing direction to address the current and future needs based on realistic measures. These methodologies provide easily understood information that help to guide staff and officials in decision making from this point forward. In addition, the decided upon parameters become easily explainable to the public and can be used to provide presentations and justification as needed for managing the potential facilities and services. We will include analysis to prioritize:

- Conceptual recommendations for management, including consideration of the role of public agencies and private organizations (i.e.; a contract operator).
- Initial projected activity profile for Community/Civic Center, including potential programs, drop-in uses, classes, meetings, special events, media-related activities, resident organizations, other rentals and educational programs.
- Delineation of initial appropriate staffing requirements.

3. Summary of Facility Needs and Initial Conceptual Building Program

We will summarize findings from the initial onsite assessments and review of all available information, and work to create a high-level **Concept Plan** (preliminary design concept) for the facility, including potential program spaces, a schematic "bubble-diagram" layout, design imagery, and initial conceptual costs. These will be presented by ACi.

Proposed Costs for CONSULTANT for Phase I = \$15,000. (lump sum plus incidental out-of-pocket costs estimated at \$3,000.)

Deliverables:

1. Meetings with City and identified stakeholders.
2. One all-day public engagement town meeting on-site (City to provide all facility needs).
3. Summary of facility program needs using textual conceptual findings and analysis.
4. Concept plan in 2-D form and 3-D design imagery.
5. Statement of a conceptual order of magnitude of cost.
6. Final written report and one presentation to the City Council.

Phase II – Detailed Pre-Construction Operational and Management Forecasting

1. Detailed Program Validation and Financial Operational Pro-Forma Analysis

Assuming the City would like to move forward into more detailed pre-construction and/or pre-funding plans based, after we collect the background and relevant assumptions information in the previous stage, we can compile an in-depth analysis of projected building programming, operations, and the financial resources that will be required to operate the facility.

Detailed Program Analysis and Plan

We will assess space utilization options, hours, potential users, and options for optimal programming that will provide facility sustainability, and meet the needs of the community.

Financial Analysis

We will provide a summary analysis of existing marketing, budgets, capital improvement plans, cost recovery, traditional and alternative funding and pricing methodologies.

Each business model will include:

- Center Programming options.
- Estimated maintenance and operational costs including required subsidy.
- Projected revenue from fee based services, and all sources over a five-year period.
- Potential fee adjustments or increases for current and/or recommended services and facilities.

We recognize that a scenario should be developed based on revenue options and operational costs, and should consider potential alternative service delivery models and/or partnerships. To determine economic feasibility, we include a consideration of potential revenue generation from all sources, along with potential cost recovery expectations to help cover operational and maintenance costs.

The Pyramid Methodology

An Important Foundation

CONSULTANT, through Green Play's unique process, utilizes "**Pyramid Methodology**" concepts for helping agencies create an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation. This straightforward methodology has been integrated into university curriculum at several major institutions, and we are currently training agencies nationwide and at professionals at conferences in the implementation and use for making tough resource allocation decisions, and creating pricing and cost recovery strategies. We will explain and utilize the concepts methodology to evaluate the financial sustainability of the City of DeBary's proposed facility from operational, program, and business planning. We often use this framework in discussions and presentations, helping decision makers and the public clearly understand the results and balance of expectations, along with their potential financial impacts.

Alternative Funding and Partnerships

CONSULTANT has extensive experience examining options for alternative funding, which typically includes grants, donor programs, and/or partnerships. If desired, the Consultant Team will identify key partners in the area through the planning process, and will suggest any identified partnerships that could be viable for the City of DeBary. Recommendations and sample documents will be provided to help formulate policies that will help minimize risk and streamline partnership opportunities.

Operational Determination and Review

CONSULTANT will tour existing facilities with staff, and collect and review all information available for current and future operations. We will meet with staff to gather data and information (including past and current planning documents, public input documents, operational budgets, participation numbers, demographics, alternative provider information, rental agreements and/or opportunities, partnership agreements and/or terms,

staff salaries/hourly rates, staff benefits rates, pricing schemes, organizational charts, program brochures, pricing strategies, expenses, revenue/cost recovery information, etc.) for review and to create the operational budget and pro-forma. **CONSULTANT** will utilize this information to create the most accurate operational projections, and we will clearly outline the basis for all of our assumptions.

Projected Five-Year Programming Plan and Operational Pro-Forma

Based on information provided by the agency and gathered by the team, along with the desired facilities program, **CONSULTANT** will develop an operational and programming plan, and maintenance budget projections to include all expenses and revenues associated with the facility. The projected operational and maintenance budgets will include (but will not be limited to) staffing levels, benefits, commodities, utilities, contractual services, pricing strategies, revenue opportunities, rentals, concessions, merchandising, programs, participation levels, events, cost recovery, and subsidy levels. The five-year pro-forma will be based on the operational budget projections as well as all the information provided by the agency. These figures will project increases in participation as well as estimated inflationary costs and/or price changes.

We have effective methods for determining which types of revenue generation will be most appropriate for the community and the facilities site. From this information, we create conceptual programming, operating, and maintenance pro-formas and a business plan to detail the plans for opening and operational phases.

Operational Budget and Pro-Forma Adjustments

CONSULTANT will make adjustments to the selected operational budget and pro-forma after the agency reviews and submits comments and/or desired changes.

2. Recommendations, Implementation Strategies, and Draft Plans

After validating the findings and creating the financial and operational alternatives, our team will work to draft justifiable and realistic report for the project.

The plans will include formal **Recommendations**, along with an **Action and Implementation Plan**, which will summarize needs assessments, programming outline, financial analysis, and overall outcomes and recommendations. **Draft Plan Presentations** will be presented to the staff, representative stakeholders, and the City Council. Revisions and recommendations will be incorporated into your Final Plan.

3. Final Plan, Presentations, and Deliverables

For this project, we will provide the scope of work, presentations, and deliverables, as summarized in the Request for Proposal. Deliverables, at a minimum, will be as follows:

- Detailed **plan of work** within ten (10) days of City's authorization to proceed with Phase II.
- Summary of **conditions, and analyses** for the multipurpose community/civic facility.
- Summaries of the **Program Determination Process**.
- **The Draft Plan**, which shall include all the information contained in the Scope of Work, to be used for distribution and review; plus one (1) low resolution .pdf for

the purpose of making the **Draft Plan** available to the public via a website, if desired.

- The Final **Strategic Recreational Facilities Programming, Refined Site Development & Facilities Concept Plan.**
- Appropriate **written material** and graphics, Power Point presentations, slides, photographs, etc.) that can be used for public presentations and staff trainings.

Formats of the **Draft and Final Plans** will be determined upon City authorization to proceed with Phase II. All written materials, graphics, and data will be delivered in paper, camera ready, and in digital format, consistent with the City's software.

Additional services, such as management and policy and facility planning, agency master planning, staffing, recruitment, training, and long-term strategic planning and other services not included above are also available if needed.

Proposed Project Timeline and Schedule

Timeline is flexible and can be mutually determined upon contracting.

CONSULTANT Policy on Project Delays

CONSULTANT team members strive to complete our projects in a timely and efficient manner, and we complete our work on time. We will work with the City's designated Project Manager to set an expedient and realistic "contracted end date" during our Contracting and Strategic Kick-Off session.

Our scheduling policy takes into consideration delays due to operational and approval constraints, and other internal and external factors. There is an added cost for **CONSULTANT** when projects are extended beyond a contracted end date, including staff reassignment, loss of capacity to perform other work, and administrative schedule changes that may impact other projects.

Phase II Fee

The Phase II Fee will be mutually determined based on level of detail needed after completion of and approval of Phase I based on a mutually agreed to scope of work, schedule and deliverables between the City and **CONSULTANT**.

Other Terms and Conditions

See attached "Exhibit B-Standard Terms and Conditions" attached hereto and made a part hereof of this proposal.

PROPOSAL ACKNOWLEDGED AND ACCEPTED BY:
CITY OF DEBARY, FLORIDA ("CITY")

Authorized Signature-Interim City Manager

Date

Printed Name