

11/13/2019 | 7:00 PM

The meeting of the Community Center Feasibility Task Force was called to order at 7:00 p.m. in the Lower Level Meeting Room, located at 3600 Tremont Road by Chairperson Margie Pizzuti.

MEMBERS PRESENT: Chairperson Margie Pizzuti, Dianne Albrecht, Supen Bowe, Yanitza Brongers-Marrero, Greg Comfort, Wendy Gomez, Merry Hamilton, Linda Moulakis, Brian Perera, Matthew Rule, Todd Walter, Bill Westbrook

MEMBERS ABSENT: Kelly Boggs-Lape, Nick Lashutka, Linda Mauger, Chuck Manofsky

STAFF PRESENT: City Manager Steve Schoeny, Parks & Recreation Director Debbie McLaughlin, Parks Planning & Development Manager Jeff Anderson, Community Affairs Director Emma Speight, and Assistant Deputy City Clerk Sherry Dean

1. Approval of minutes of the October 30, 2019 Minutes

Mr. Perera moved, seconded by Ms. Gomez, to approve the minutes of the October 30, 2019 Community Center Feasibility Task Force Meeting.

VOTING AYE: Albrecht, Bowe, Brongers-Marrero, Comfort, Gomez, Hamilton, Moulakis, Perera, Pizzuti, Rule, Walter, Westbook

VOTING NAY: None

ABSENT: Boggs-Lape, Lashutka, Mauger, Manofsky

Motion carried.

2. Welcome/Opening Remarks

a. UA City Council's Charge to the Task Force

Chair Pizzuti asked Members to take a few minutes to look at the charge, (attached hereto and incorporated herein by reference as Exhibit A).

3. RFQ Selection Sub-Committee Update



Chair Pizzuti advised Mr. Comfort, the chair of the RFQ Selection Sub-Committee, will be reporting to the Task Force and offering a recommendation. She said the Task Force will vote to recommend a firm to City Council for their review and vote.

Mr. Comfort advised there was a rigorous process of sending out the RFQ and reviewing the proposals. He said the focus was on the services that would be offered. The top three firms were invited for an interview, and from that the Committee picked the top two firms as Perkins & Will and Williams Architects. Both firms were then asked to submit a specific proposal and scope of services. After reviewing both proposals, the Committee felt they should move forward with Williams Architects.

Mr. Comfort stated Williams Architects provided a more rigorous and detailed community engagement proposal. The Committee also felt that having a local presence was important, and Williams has a team member in Central Ohio. Williams has worked in UA, and the Committee felt they would be able to hit the ground running because they understand the culture in UA. He said the Williams team has a much more focused experience with community center planning engagements, and part of the proposal included a statistically valid survey, which the Committee felt was very important. He added while they were not choosing a consultant based on the fee, Williams Architects fee was less. Mr. Comfort said tonight they would like to ask the Task Force as a whole to support their recommendation of Williams Architects.

Mr. Westbrook conveyed the Williams team was a consultant for the Parks & Recreation Master Plan. He felt the local connection was important, as well as the thorough process and timeline. Mr. Rule stated the Committee had consensus from the beginning on the top two firms, and they knew that both would be able to do a great job.

The City Manager advised some members of the Williams team will attend the November 26, 2019 Task Force meeting, subject to Council approval. He said if the Task Force votes to accept the Committee's recommendation, they will present to City Council on Monday, November 18, 2019 and vote to enter into contract on November 25, 2019. He thanked the Committee members and Mr. Comfort for their work.

In response to Ms. Brongers-Marrero, Mr. Comfort advised Williams Architects brings experience with community centers, and OHM brings community outreach. He said OHM is involved in Lane Avenue, and that made the Committee feel very comfortable with them. The City Manager added both groups are very excited to work with the Task Force.

Chair Pizzuti called for a motion to approve the recommendation of Williams Architects as the consulting firm.

Ms. Hamilton moved, seconded by Ms. Albrecht, to approve the recommendation of Williams Architects as the consulting firm.

VOTING AYE: Albrecht, Bowe, Brongers-Marrero, Comfort, Gomez, Hamilton, Moulakis, Perera, Pizzuti, Rule, Walter, Westbook

VOTING NAY: None

ABSENT: Boggs-Lape, Lashutka, Mauger, Manofsky

Motion carried.

Chair Pizzuti advised Mr. Comfort, Chair Lashutka and she will be at the Council Meeting on Monday, November 18th, 2019.

4. Public Comment

In response to Chair Pizzuti's invitation to speak, the following speakers came forward:

- Holly Goldberg questioned if Williams Architects or PROS was involved in any of the local community centers. The Parks & Recreation Director advised they are involved in the Westerville expansion, which is currently under construction, as well as several others throughout the country.

There being no further business before the Community Center Feasibility Task Force, the meeting was adjourned at 7:28 p.m.

Chairperson

Chairperson

ATTEST: _____
City Clerk

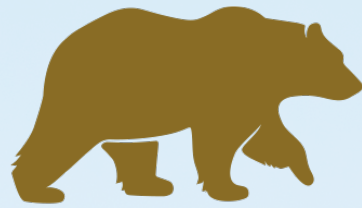


Upper Arlington City Council's Charge to the Community Center Feasibility Task Force

The Community Center Feasibility Task Force is charged with presenting to the City Council a complete and comprehensive report of their recommendations as to a potential community center that will serve our community with indoor recreation and gathering space; to include, but not limited to:

1. A review of the history of previous efforts to develop a community center in Upper Arlington;
2. A review of the findings of the Parks & Recreation Comprehensive Plan;
3. A review of our existing facilities and programs including a review of options for the replacement of the existing Senior Center;
4. Review of possible locations for a community center;
5. A review of other indoor recreation/community gathering centers outside of Upper Arlington;
6. An examination of prospective cost scenarios including possible amenities and associated costs; funding strategies for both capital and operating costs, including an examination of options for public/private partnerships for both capital and operating costs;
7. Involve community participation in this feasibility study;
8. Based on the finding of the feasibility study, provide a recommendation to City Council on whether and how we might proceed in the consideration of a community center for Upper Arlington





City of **Upper
Arlington**[®]

**Williams Architects / Aquatics' Response to the
City of Upper Arlington
Request for Qualifications**

Community Center Feasibility Study

23 September 2019





23 September 2019



Ms. Debbie McLaughlin, Director
City of Upper Arlington / Parks & Recreation Department
3600 Tremont Road
Upper Arlington, OH 43221

Re: City of Upper Arlington / Request for Qualifications for Community Center Feasibility Study

Dear Ms. McLaughlin:



We are truly pleased to have the opportunity to respond to your request for qualifications to provide the necessary services to conduct a feasibility study for a potential multi-generational indoor recreation center and community gathering facility. The Team of PROS, Williams and OHM enjoyed working with the City of Upper Arlington on your recent 2018 Parks and Recreation Comprehensive Plan. Over the past 45+ years, Williams Architects | Aquatics has established a reputation as a leader in sports, recreational and aquatic architecture. We have programmed, designed and constructed over \$2.9 billion in recreation facilities for clients nationwide and as such can provide the City of Upper Arlington with our national expertise. We have worked on a wide variety of recreational facility feasibility studies throughout the country including those highlighted herein as well as numerous others including the Town of Sudbury, MA's Community Center Feasibility Study; the City of Napa, CA Senior Center Feasibility Study, and New Port Richey, FL's Recreation Center Feasibility Study, and believe this experience will be of benefit to the City throughout the process. As the majority of our clients are within the public sector, we understand the need for communicating with the residents to ensure their voices are heard.



Our proposed team is made up of our most senior staff who are dedicated to providing excellent professional services, guidance and leadership to ensure a successful project outcome. We have chosen to team with partners whom we believe best embody the services required and meet the qualifications for this project. The Williams / PROS team has conducted dozens of successful Feasibility Studies, many of which have resulted in outstanding facilities for their communities. The following is an overview of the core project team and the roles they will fulfill throughout this Project:



- **Williams Architects|Aquatics:** As the Team Leader, we will function as the manager and lead throughout the Project. We will work closely with the City of Upper Arlington's Task Force and Citizens to develop a meaningful Feasibility Study that takes into account the City's previous efforts and findings, the site considerations, programs and opportunities, and potential costs of constructing and operating a Community Center.
- **PROS Consulting, Inc.:** With the inclusion of this highly respected firm, it affords the City of Upper Arlington the ability to be well informed in understanding your market. PROS will provide the operations proforma and assist with capturing community input for this Project.
- **ETC Institute:** ETC Institute is one of the nation's premier community based market research companies. Their assistance with a Community Attitude / Interest Survey will insure the full range of community feedback is captured, which creates an excellent base foundation for the City of Upper Arlington's Community Center.
- **OHM Advisors:** OHM is a nationally recognized planning / landscape architecture firm who will provide a thorough review of potential locations for the City of Upper Arlington's Community Center.




Thank you for considering the Williams Architects / Aquatics Team for your Community Center Feasibility Study project. We want to affirm that we are committed to represent the best interests for the City of Upper Arlington. Should you have any further questions or require additional information during the evaluation period, please contact us at your convenience.



Cordially,




Tom C. Poulos, AIA
Vice President/Managing Principal


Robert J. Holland, Jr. AIA, CDT, LEED AP, PMP
Regional Director

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PROJECT TEAM:

Williams Architects | Aquatics is a national design, architecture, engineering and planning firm. Established over 44 years ago, we have built a solid reputation and our firm is ready to take on new design challenges in order to achieve creative, cogent and inspired architectural solutions! We collaborate to produce designs that enrich people's lives, and assist communities, agencies and organizations succeed.

As a client oriented architectural firm, Williams Architects|Aquatics' Philosophy expresses a commitment to serving our client with inspired architectural designs that emphasize economy and efficiency, beauty and order, durability and imagination, and of a visual project identity that reflects our client's personality.

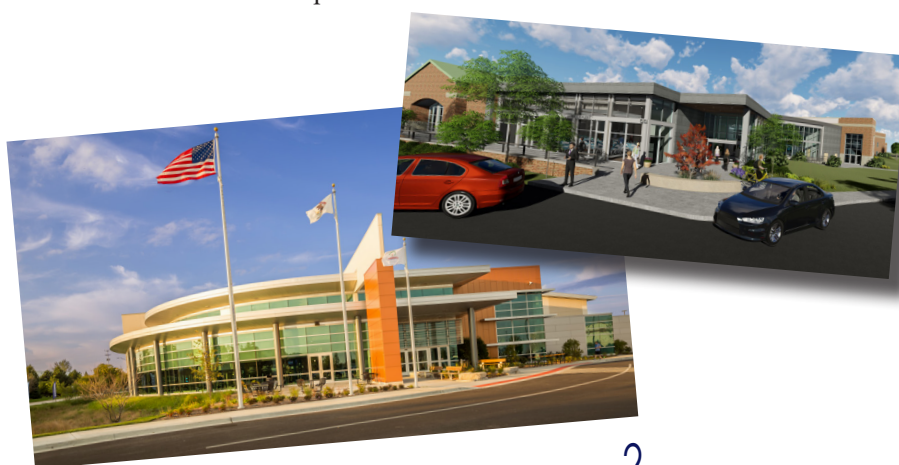
We understand the importance of seeking a creative and skilled professional team that demonstrates a high level of responsiveness, attention to cost control, solid project management and personal service. We believe our firm applies all of these characteristics in executing projects; resulting in facilities that are functional, cost effective, and aesthetically appealing.

We have programmed and / or designed over \$2.9 Billion in sports / recreation facilities and over 360 aquatic facilities for private and public clients nationwide, including park districts, municipalities, local government agencies, public institutions, and private corporations. Throughout all phases of each project, our senior management remains personally involved, which allows us to bring the more than 150 years of combined hands-on experience they represent to every facility.

We believe that Quality | People | Service are at the core of every Project's success. Williams Architects|Aquatics is supported by a talented staff of professional that results in a Quality work product, including sustainable and collaborative design options tailored to meet our client's project goals and objectives. We understand that People are the foundation for every project and our projects express a design that reflects and respects our clients' personalities. With our affiliated companies, Williams Aquatics and Williams Interiors we offer an approach to projects that is based on providing clients with comprehensive professional Service offerings.

THE WILLIAMS' MISSION STATEMENT

Williams Architects|Aquatics' Mission is to create exceptional design solutions to inspire the way people live, learn, heal, work and play through the creative blending of human needs, environmental stewardship, functional value, science, and art that embodies the spirit of architecture.



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FIRM NAME:

Williams Architects / Aquatics

CONTACT NAME:

Tom C. Poulos, AIA
Vice President / Managing
Principal

Robert J. Holland, Jr., AIA,
CDT, LEED AP, PMP
Project Executive

Nancy Thomas Weir, AIA,
LEED AP BD+C
Managing Architect

COMPANY ADDRESS:

1335 Dublin Road,
Suite 221-A
Columbus, OH 43215

SATELLITE OFFICES:

Chicago, IL; Austin, TX;
Indianapolis, IN

TELEPHONE:

Phone: 614.705.1531

CONTACT E-MAIL ADDRESS:

tcpoulos@williams-architects.com
rjholland@williams-architects.com
ntweir@williams-architects.com

DATE INCORPORATED:

1974

YEARS IN BUSINESS:

45+ Years

NO. OF EMPLOYEES:

40

FIRM AFFILIATIONS:

National Recreation & Park
Association

Ohio Park & Recreation
Association

National Association of Park
Foundations

Qualifications of Proposed Key Personnel:

All members of the Consulting Team will be available in varying capacities to assist and implement the needs and desires for the City of Upper Arlington.

Tom C. Poulos, AIA – Principal-in-Charge



Tom joined Williams Architects | Aquatics in 1992 and as a principal/project manager he has managed complex projects from Feasibility Studies to Conceptual Design through Construction. Tom is the leader of Williams Recreational Sector and as such, his experience includes dozens of successful projects similar to that being proposed by the City of Upper Arlington, including:

City of Westerville, OH - Community Center Expansion; Ohio University - Zanesville, OH - Muskingum Recreation Center Feasibility Study and Implementation; Carmel-Clay P&R, IN - Monon Center Master Plan and Implementation; Surrey County, VA - Community Recreation Center Study; Woodridge Park District, IL - Athletic Recreation Center Preliminary Study and Implementation; City of Napa, CA - Senior Center Feasibility Study and Implementation; Maryland-National Park & Planning Commission - Southern Area Aquatic & Recreation Center; Carol Stream Park District, IL - Fountain View Recreation Center Pre-Referendum and Implementation; City of Indianapolis, IN - Broad Ripple Park Recreation Center Master Plan and Implementation; Wilmington - Clinton County, OH - Feasibility Study.

INDUSTRY EXPERIENCE

32 Years

EDUCATION

University of Illinois at Chicago
Masters of Architecture/Design,
Magna Cum Laude, 1987

LICENSURE/ MEMBERSHIPS

Licensed in the States of:
OH, IL, IN, IA, FL, MA,
OH, PA, VA

National Rec & Park Assoc.
Ohio Park & Rec. Assoc.

Robert J. Holland, Jr. AIA, CDT, LEED AP, PMP – Project Executive



Robert has over 30 years of professional experience in all aspects of project management, ranging from initial studies through the design and construction process. He has proven experience in all phases of project realization. Robert will oversee the quality of the service and documentation provided. Robert is a resident of Upper Arlington and is committed to serving the community of Upper Arlington to ensure their goals are achieved.

Robert's project experience includes: City of Upper Arlington - Parks Master Plan & Facility Evaluations; City of Westerville, OH - Community Center Expansion; City of Rocky River - Existing Facility Evaluations; Columbus Zoo - Zoombezi Bay Water Park; City of Upper Arlington, OH - School Bond Implementation; Centerville - Washington Park District - New Maintenance Facility; Wilmington - Clinton County, OH - Feasibility Study.

INDUSTRY EXPERIENCE

31 Years

EDUCATION

The Ohio State University
BS in Architecture
MA in Architecture

LICENSURE/ MEMBERSHIPS

Licensed in the States of OH,
FL, WI

Ohio Park & Rec. Assoc.

Nancy Thomas Weir, AIA, LEED AP BD+C – Managing Architect



Nan Weir is a personable and creative leader who successfully integrates detailed planning, design, and technical skills with the ability to create and facilitate group process, listen deeply, and manage large complex projects. Her recreation project experience includes the City of Westerville - Community Center Feasibility Study and projects for the City of Columbus Department of Recreation and Parks, Centerville-Washington Park District, Worthington Hills Country Club, and Franklin County Metro Parks.

A lifelong resident of Upper Arlington, Nan is a trained facilitator in The Art of Hosting Meaningful Conversations. She served as Senior Planner and Project Manager on the Upper Arlington Public Library Master Plan and the Miller Park Library renovation and expansion – where she also facilitated the community input/consensus building process.

INDUSTRY EXPERIENCE

30 Years

EDUCATION

Miami University
Bachelor of Environmental
Design (Architecture)

LICENSURE/ MEMBERSHIPS

Licensed in the State of OH

Ohio Park & Rec. Assoc.

PROS CONSULTING FIRM PROFILE

PROS Consulting is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation.



Our planning team has great depth of operational experience with over 100 combined years as former parks and recreation managers. This perspective of being trained “in the industry” and not just “on the industry” allows us to relate to communities and their residents, recreationalists of all types, and to understand the unique relevance of needs that can be most appropriately served by our clients. In other words, great recreational and park planning is not just collecting surveys and reporting results – it is about achieving a sustainable balance of services, meeting community needs, and resource protection with community fulfillment.

Leon Younger, PROS President (Project Manager) – Leon is the founder and President of PROS Consulting. He has more than 40 years in parks, recreation, and leisure services. Leon is a recognized leader in applying innovative approaches to managing parks and recreation organizations. He has held positions as Director of P&R in Indianapolis, IN; Executive Director of Lake Metroparks in Lake County, OH (Cleveland area); and Director of P&R in Jackson County, MO (Kansas City). He received the 1994 NRPA’s Distinguished Professional Award for his progressive and innovative thinking in management of public P&R entities. Leon is routinely invited to present his management and development philosophies at conferences, workshops, and training across the US, as well as internationally. He is co-creator of the Community Values Model, a business model that synthesizes community & stakeholder input into a strategic plan.



Key Project Experience: Upper Arlington Parks and Recreation Master Plan; Wilmington Clinton County Community Wellness Center; Muskingum Recreation Center Feasibility Study; Westerville Multi-Generational Community Center Expansion Feasibility Study and Business Plan; Cincinnati Recreation Commission Program and Business Plan.

Austin Hochstetler, PROS Senior Project Manager (Recreation Needs Analyst) – Austin has held various positions in the non-profit and public sectors including positions with the Indiana Department of Natural Resources, Boy Scouts of America, Young Men’s Christian Association (YMCA), and Clemson University. As an experienced project manager, master and strategic planner, facilitator, organizational consultant, professional trainer, and course curriculum developer, Austin has coordinated park and recreation projects at the local, state, federal, and international levels. Additionally, Austin served as course coordinator for the W. Edwards Deming Award Winning Facility Manager Leaders Program (FMLP) for the National Park Service (NPS). Currently, Austin serves on the Board of Directors for the Indiana P&R Association (IPRA) and the Indiana Parks Alliance.



Key Project Experience: Huber Heights Parks and Recreation Needs Assessment; Great Parks of Hamilton County Organizational Assessment; Kettering Parks and Recreation Program Plan; Centerville-Washington Parks and Recreation Maintenance Management Plan.

Philip Parnin, PROS Senior Project Manager (Recreation Needs Analyst) – Philip Parnin has 25 of years of experience in the field of parks, recreation, and leisure services. He has managed and led park development and sustainable operations at the executive level for over 16 years (including over a decade as director). In his leadership role, Philip established standards for improved efficiencies and operations by developing system-wide business plans, enterprise fund business plans, strategic master plans, recreation plans, marketing plans, site master plans, capital improvement plans, maintenance plans, trails and greenways plans, emergency action plans, and feasibility studies. Philip’s field experience includes diverse municipal settings including: county, city, town and township district. His experience is enhanced by previous experience as the Indiana P&R Association President, along with serving on the Board of Directors. Philip currently serves as the Treasurer of the Indiana P&R Foundation where he has advised the board to financial gains beyond expectations.



Key Project Experience: Upper Arlington Parks and Recreation Master Plan; Wilmington Clinton County Community Wellness Center; Cincinnati Recreation Commission Program and Business Plan.

ETC INSTITUTE FIRM PROFILE



Established in 1992, the principals and associates of ETC Institute helped secure funding for more than \$2 Billion of parks & recreation projects. Our ability to effectively listen and involve citizens and clients has given ETC Institute a reputation as one of the premier public policy market research firms in the country. ETC Institute's services focus on involving citizens, users, and stakeholders in the decision making process and developing creative and sustainable funding strategies. Core services of the firm involve conducting statistically valid phone and mail / phone services and related market research. We have conducted more than 600 surveys for P&R systems in 46 states across the Country including P&R master plans, strategic plans and feasibility studies.



Jason Morado | Senior Project Manager

BS Business Admin. - Marketing, Avila University 2000; MBA Webster University, 2009

Mr. Morado has more than 14 years of experience in the design, administration, and analysis of community market research. He has serviced as the project manager and senior researcher on community research projects for over 250 local governmental organizations throughout the U.S. He has also assisted in the coordination and facilitation of focus groups and stakeholder interviews for a wide range of parks and recreation needs assessment surveys, strategic and long range planning efforts, comprehensive planning efforts, and other customer satisfaction initiatives.



OHM ADVISORS FIRM PROFILE

OHM Advisors is a community advancement firm designing award-winning work across the engineering, architecture and planning spheres. OHM will provide landscape architecture and urban design, and site / civil engineering as part of this project.



Mark Bockrath, PLA, ASLA | Landscape Architect –

Bachelor of Science Landscape Architecture, The Ohio State University, 2003;
Registered Landscape Architect, OH, #0701170; 16 years of experience

Mark draws on nearly two decades of design and construction experience to provide inherent value to projects and strategic direction and mentorship to his team. His experience includes parks and recreational amenities, civic plazas, streetscapes, healthcare, multifamily, entertainment, retail, and multi-million dollar architectural fountains. Key Project Experience: Northam Park Renovations Phase II, Upper Arlington, OH; Hilliard Station Park, Hilliard, OH; Green Central Park, Green, OH



Sean Gillilan, PE, LEED AP | Site/Civil Engineering –

Bachelor of Science in Civil Engineering, The Ohio State University;
Professional Engineer, OH: #69119; 21 years of experience

Sean has over 20 years of experience in site-civil, land development and infrastructure engineering projects with varying complexity and scale. He has assisted owners with tasks such as site master infrastructure planning, due diligence, budgeting, design, construction documents, construction administration, value engineering, entitlements, and operational design criteria consulting. Key Project Experience: 910 Dublin Road Facilities Master Plan, City of Columbus, OH; First Responders & Hilliard's Station Park, City of Hilliard, OH; Nationwide Children's Hospital Africentric School Site Development, Columbus, OH



John Raab, PS | Survey –

Associates Degree in Applied Science, Civil Engineering, Columbus State Community College, 1989;
Professional Land Surveyor; OH, #7863; 30 years of experience

With over 30 years of surveying experience, John has extensive project background in leading field survey crews, quality control and review of survey information, courthouse research, right of way plan development, and managing survey schedules and budgets. John specializes in topographic and control surveying for roadway and bridge improvements, as well as boundary and site surveying for commercial developments and utility improvements and is ODOT prequalified in right of way plan development. Key Project Experience: Franklinton Library, Moody Engineering, Columbus, OH; Jerome Village Elementary and Bright Road Elementary, Dublin, OH; Blendon Township Facilities, Blendon Township, OH

Past Experience:



Monon Center - Carmel, IN

Williams Architects | Aquatics and PROS Consulting conducted a Feasibility / Master Plan study which included interactive public workshops and open house meetings. The ultimate outcome of the business plan was to provide a true measurement of The Monon Center's ability to meet the financial and operating expectations of the Park Board, elected officials, and the Carmel Clay community. Based upon the findings of the Study, Williams Architects designed the Monon Center, a 146,000 SF Community Center that has surpassed the community's expectations.



Muskingum Rec Center, Zanesville, OH

Williams Architects and PROS Consulting worked with Ohio University - Zanesville, the Zanesville YMCA, Genesis Healthcare System and the Muskingum County Foundation to conduct a feasibility study for new Recreation Center to service the students of Ohio University-Zanesville as well as the Zanesville / Muskingum County residents. As a result of the feasibility study, Williams Architects designed a Multi-Generational Recreation Center / Indoor Pool Facility located at Ohio University - Zanesville Campus.



FountainView Recreation Center, Carol Stream, IL

Williams Architects|Aquatics and PROS Consulting assisted the Park District in working with residents and staff in a review of the existing facilities to determine if all needs were being met and if these facilities could accommodate future growth in the community, After conducting several community input sessions it was determined that they would need to replace their current recreation center, upgrade parks and trails and provide additional programming to address the needs of the changing resident population including seniors and millennials.

CLIENT:
Carmel Clay Parks & Rec.
City of Carmel
1055 Third Avenue
Carmel, IN 46032

REFERENCE CONTACT:
Michael Klitzing, CPRE
Executive Director/CEO
317-848-7275

- Master Plan / Feasibility Study
- Project Implementation

CLIENT:
Muskingum Recreation Center
1425 Newark Road
Zanesville, OH 43701

REFERENCE CONTACT:
Michael Steen
MRC Board of Trustees
740.454.4767

- Master Plan / Feasibility Study
- Project Implementation

CLIENT:
Carol Stream Park District
849 W. Lies Road
Carol Stream, IL 60188

REFERENCE CONTACT:
Jim Reuter
Executive Director
630-784-6100

- Master Plan / Feasibility Study
- Project Implementation



City of Westerville, OH - Community Center Expansion

In 2014, the PROS Consulting Team, which included Williams Architects and ETC Institute, worked with the City of Westerville to develop a Feasibility Study for a proposed recreation center expansion of the existing Westerville Community Center. The Community Center expansion included the inclusion of the Senior Center, which they would relocate from a different location, as well as the expansion of the fitness center, gymnasium, aquatics, and indoor track. The PROS Team presented the findings and outcomes in a strategic process, built upon examining the most innovative, effective and sustainable opportunity for the Parks and Recreation System for the next generation.



Wilmington - Clinton County, OH Wellness Center

Williams Architects and PROS Consulting worked with Wilmington-Clinton County, OH to build a shared vision for a new Wellness / Recreation Center, as well as determine how to best serve the current and projected recreation needs of the community. Working together, a dynamic and realistic plan was developed which evaluated the feasibility of developing a new facility, and determined strategies for operational and financial sustainability in order to enhance the overall quality of life for the Wilmington-Clinton County community.



**City of Indianapolis
Broad Ripple Park Community Center**

Williams Architects and PROS Consulting worked with the City of Indianapolis in a collaborative design process to develop a Master Plan for Broad Ripple Park. The forum for the design process revolved around a series of design workshops, establishing the guiding design criteria for the buildings and site master plan. Utilizing the guiding principles established, the team generated various design options which were then refined with the engagement of a steering committee and the residents. Williams Architects is now working with the City and public / private partners in the design of a new Community Center to meet the needs of all age groups - from millennials to seniors.

CLIENT:
City of Westerville, OH
350 N. Cleveland Avenue
Westerville, OH 43082

REFERENCE CONTACT:
Randy Auler
Director
614-901-6504

- Master Plan / Feasibility Study
- Project Implementation Currently under construction

CLIENT:
Wilmington-Clinton County
c/o Ralph Larry Roberts II
Wilmington, OH 45177

REFERENCE CONTACT:
Chaley Peelle Griffith
Project Manager
937.382.1497

- Master Plan / Feasibility Study

CLIENT:
City of Indianapolis
Indianapolis, IN

REFERENCE CONTACT:
Julee Jacob
Senior Manager
317.327.4000

- Master Plan / Feasibility Study
- Project Implementation

Project Approach:

UNDERSTANDING OF PROJECT

Over the past forty years there have been multiple previous efforts to develop a community recreation center in Upper Arlington. These efforts were not successful due to a lack of public support, as evidenced by multiple failed tax levies. In the statistically valid survey associated with the 2018 Parks and Recreation Comprehensive Plan, there was considerable public support for an Indoor Recreation/Community Gathering Center that serves all ages and segments of the population.

Because our team, which was led by PROS Consulting, worked very closely with the Upper Arlington Parks and Recreation Department to prepare the 2018 Parks and Recreation Comprehensive Plan, we are very familiar with the Comprehensive Plan, the recommendation to conduct a feasibility study, and the need to engage the community throughout the process. We understand the importance of doing the due diligence this feasibility study requires so that the community and its leaders can make informed decisions regarding the needs, viability, and level of public support for an indoor recreation/community center in Upper Arlington.

PROJECT APPROACH

Our team has extensive experience working on public projects in Upper Arlington, conducting feasibility studies for communities exploring the viability of community recreation centers, and facilitating the community engagement process. We developed our methodology and approach for this highly specialized project type by working for many years on a wide variety of interior recreation and community center projects. We believe it is important to shape the specific process and community engagement touch-points for your Project in collaboration with the Community Center Feasibility Task Force (CCFTF) so that it is just right for Upper Arlington. We envision our Team's approach and process will include the following:

PROJECT KICK-OFF / DATA COLLECTION / POTENTIAL SITES

Kick-off Meeting/Data Collection - The Consulting Team will attend a Project Kick-Off meeting with members of the Task Force, City staff, and other stakeholders. During this meeting we will identify the project team members, review roles and responsibilities, confirm lines of communication, and discuss the goals, objectives and expectations for the Project. We will review data collected to date and identify additional information required to facilitate a thorough understanding of the project background. We will review the charge of the CCFTF, discuss the potential project sites, establish design principles/criteria, and review the preliminary process and schedule for the Project.

PUBLIC PARTICIPATION

Public engagement is core to our existence. Each client communicates to their constituents in a unique way - we customize our approach to public engagement based upon the requirements of the City of Upper Arlington. These approaches may include Crowd-sourcing, multi-day workshops, or public engagement forums, depending upon the City's wishes. Early in the process, we encourage public input and participation from neighborhood focus groups and external organizations that would potentially use the facility. Community-wide surveys are one tool that can be used to effectively determine project needs, wishes and priorities. The early "visioning" stage is typically characterized by an intense period of interaction between the design team and the client groups, because it is during this time that the three most critical components of a project – scope, budget and schedule – are established.

PUBLIC INPUT / SURVEY

Public Input/Community Engagement Process - Through several signature projects/plans completed with the City of Upper Arlington, OHM Advisors has provided a variety of effective engagement tools and methods embraced by the community. Our team will work with the City and CCFTF Community Engagement Subcommittee to develop a customized public engagement strategy that meets the needs and goals of the project. As outlined in the Parks and Recreation Comprehensive Plan, we understand the importance of engaging the youth and senior populations, as well as the youth sports programs, which have been identified as groups that need the most recreational service support. Our extensive, open, and transparent community engagement process encourages multiple opportunities for citizen participation and input throughout the process. This will include a variety of public meeting and information gathering formats such as open houses, focus groups for community members, stakeholder groups, and external organizations that are likely to use the facility, pop-up gatherings, a statistically survey, informal surveys, and questionnaires.

Key Leadership Interviews – The Consulting Team will perform interviews with key City stakeholders to evaluate the vision for the facility based on full operations. The community values, strengths and challenges potentially facing the facility, trends, and existing level of services provided will also be evaluated during this time. It is important to have both one-on-one interviews and small group focus groups with these stakeholders and staff to ascertain candid input.

DEMOGRAPHIC ANALYSIS / TOUR OF PEER FACILITIES / MARKET DEFINITION

Demographic Analysis – The Consulting Team will complete a demographic trends analysis which is based on Census 2010 baseline data, 2019 reported data, and projected populations for next five and ten years. Demographic characteristics analyzed and reported on will include population, age and gender distribution, households, and income characteristics. This analysis will provide an understanding of the demographic environment for the following reasons: To understand the market areas which are potentially served by the Community Center to determine changes and assist in making proactive decisions to accommodate those shifts.

Tour of Peer Facilities – The Consulting Team will work with the City Staff and the CCFTF Facilities & Partnerships Subcommittee to identify peer facilities to tour in comparable communities, including facilities with active public/private community partnerships. Following the tour, we will prepare a presentation highlighting the facilities toured, as well as other facilities that reflect current trends, and potential amenities and program offerings that may address Upper Arlington’s needs.

Service Provider Gap Analysis – The Consulting Team will analyze all major direct and indirect service providers in the area. Direct and indirect service providers will be based on typical services/programs administered in like facilities. This data will be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities will be performed on a local basis to attempt to quantify the potential market share. An analysis of competition will include: location, service offering, pricing, programs, competitions held and attractions.

Market Definition – The Consulting Team will confirm the size of the market by age segment and race/ethnicity for the study area. Detailed demographic analysis will be compared to potential recreational activities to estimate potential participation per national and local trends, as documented in the Sports & Fitness Industry Association’s (SFIA) 2019 Study of Sports, Fitness and Leisure Participation market research data, as well as ESRI Local Market Potential. This will help to determine the size of the activity market by age segment and frequency rates that can be applied to the facility. These figures will serve as the basis for participation and revenue projections of the facility.

PROGRAMMING / EVALUATION OF POTENTIAL SITES / CONCEPTUAL DESIGN

Visioning and Core Program – Utilizing the community input, needs, and market analysis, we will identify the recommended core programs and space needs for the Community Center. This will include key activities and programs for participants, operating structure and guidelines including priorities for use, projected staffing levels, operating philosophy and the potential size of the core program and market positioning. We will create comprehensive Building Space Program that lists every space necessary to meet all the functional needs. This analysis will provide insight into “best practices” for the use of space while taking into account the community demographics, trends in the industry, opportunities and facility needs.

Evaluation of Potential Sites – As part of the process, the consultant team will perform a site selection analysis. As part of the analysis, the team will identify multiple sites with guidance from the Task Force that could accommodate the recreation center and desired program. Using a unique method and matrix for valuation, the consultant team will guide the Task Force through a process to analyze, score, and prioritize the sites, ultimately resulting in a preferred site for the center. Based on direction from the City and Task Force, the consultant team may also perform a similar exercise with the general public, if desired. This in-depth process allows us to be more informed and transparent, resulting in a site that has both Task Force and public support.

Conceptual Design Alternatives – Based on the design principles/criteria, site analysis and program requirements, the Consulting Team will produce a bullet-point building program summary for use in preparing conceptual plan options. Based upon this program summary, we will develop two to three initial space allocation / linkage diagrams (bubble diagrams) that address the finalized Building Space Program for the proposed Community Center for review and selection of a preferred solution. These space diagrams will be followed by preliminary conceptual plan options, including preliminary order of magnitude cost estimates for construction of potential elements of the Project. Subsequently, we will prepare a final presentation quality conceptual plan with a detailed cost estimate for the proposed facility, drawn to scale, and indicating location, size, and proposed amenities. A tentative design and construction schedule for the project will also be developed.

STAFFING / OPERATIONAL PLAN / PARTNERSHIPS / PROFORMA

Operational Standards – The Consulting Team will establish operational standards and costs for the facility based on full operations. This will include hours of operation, maintenance standards, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. Where appropriate, personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program of the facility. This task will require a workshop with key management and staff.

Partnership Identification and Funding Strategy – The Consulting Team will evaluate existing partnerships and potential new contributing partnerships for the Community Center to gain an understanding of the impact of program specific partnering; ultimately determining if the shared risk associated with partnering eases the fiscal burden of service delivery while continuing to provide a benefit to the Upper Arlington community. This will include identification of potential partners by specific activity, funding parameters, and agreement guidelines to support formal agreements. The Consulting Team has extensive experience in multiple partner – public, private, and non-profit – operational scenarios. Management alternatives will be developed to guide decision-making by the project team.

Detailed Financial Plan/Pro-Forma – Based on the program, operations, and conceptual plan for the facility, the Consulting Team will work with the CCFTF Finance Subcommittee to develop a detailed financial plan illustrating pricing strategy for each of the programs and services. The detail financial plan would include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel; a fully functional version of the electronic model will be provided to the management group for future use as a budgeting and planning tool. The electronic financial model, fully linked and functional with the ability to project and model dynamic scenarios, will include:

- Expenditure detail: Detailed staffing by space/program area; contractual costs, including but not limited to, utilities, maintenance and repair, insurance, office/license/dues, advertising and promotion; Commodity costs for program area and general facility requirements; Contract instructor costs
- Revenue and participation detail: General admission by month of year, by participant category and price point (youth, adult, weekday, weekend, etc.); Program/class participation by session/meetings, by participant category; Rental by space/program area by price point.

Pricing strategies would be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan will be included as a deliverable to provide management and staff the ability to effectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

Economic Impact Analysis – The Consulting Team will assess the economic impact of the indoor facility. The economic data includes:

- Potential tourism impacts based on available data.
- The Consulting Team will work with the City of Upper Arlington to collect data and at locations to determine origin of users and visitors, length of stay, accommodations used, revenue spent by type of user at a system site or because of the system to determine total economic impact from the facility. The methodology will be used to predict the future economic impacts in future years.
- The survey data will be used to estimate the jobs and economic impact that the sports complex generates for the City of Upper Arlington and the region.
- The economic impact multipliers for the area are the Regional Input-Output Modeling System (RIMS II) from the U.S. Department of Commerce - Bureau of Economic Analysis, Regional Economic Analysis Division, Analysis and Special Studies Branch.
- Economic multipliers will be applied to attracting and retaining business and residents.

FINAL REPORT AND PRESENTATION

Feasibility Study Report - The Consulting Team will prepare draft and final feasibility study reports for review by City staff and the Task Force including all findings and recommendations. It will include the design goals, outcomes of the community engagement meetings and statistically valid survey, building program, site analysis, design concept alternatives, order of magnitude costs, preliminary design and construction schedule, and the business model.

Presentation of Findings and Recommendations – The Consulting Team will present the report to the Task Force, City Council and/or other appropriate parties.

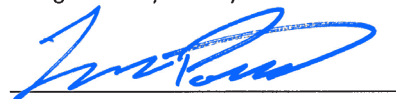
Acknowledgment Form:

Acknowledgement:

The undersigned hereby acknowledges that:

- The undersigned has read and understands the terms and conditions of the RFP, including the required contract terms.
- The undersigned has the lawful authority to sign this document on behalf of the Proposer.
- If the Proposal is selected, the undersigned's signature incorporates the required contract terms into the final contract and shall supersede any subsequent contract terms provided by the Proposer, unless otherwise agreed to by the City.

Signature:



Print Name:

Tom C. Poulos, AIA
Vice President / Managing Principal

Date:

23 September 2019

Required Contract Terms—RFP/RFQ
Approved as to form by the City Attorney effective March 15, 2019.
No modification of these terms permitted.

12 November 2019

Ms. Debbie McLaughlin, Director
Parks & Recreation Department
City of Upper Arlington
3600 Tremont Road
Upper Arlington, OH 43221

Re: Letter of Proposed Agreement for Pre-Design (Feasibility Study) Services
City of Upper Arlington Community Center
WA BD No. 2019-408

LETTER OF PROPOSED AGREEMENT (LOPA)

Dear Ms. McLaughlin:

Thanks to you and the entire Selection Committee (composed of members from the City staff and Community Center Feasibility Task Force Facility and Partnerships Subcommittee) for taking the time to interview the Williams Architects' Consulting Team (Williams, PROS and OHM Advisors). We appreciate that the City is interested in entertaining a proposal from our Team and trust that the following will provide clarity to our approach. We are delighted to provide the City of Upper Arlington with this Letter of Proposed Agreement ("LOPA"), outlining our understanding and approach for the Pre-Design (Feasibility Study) Services for the City of Upper Arlington's Community Center.

CONSULTING TEAM MEMBERS

The following team members are the Consulting Team's critical Management Team; however, the services of many other talented professional and technical staff beyond those noted herein will also be utilized:

Williams Architects / Aquatics (Architect, Public Engagement):

- Tom C. Poulos, AIA / Principal-in-Charge
- Nan T. Weir, AIA / Managing Architect

PROS Consulting (Business Planning, Public Engagement):

- Leon Younger, President / Project Manager
- Philip Parnin, Senior Project Manager / Recreation Needs Analyst

OHM Advisors (Site Land Planning & Landscape Architect, Public Engagement):

- Aaron Domini, Principal

UNDERSTANDING OF PROJECT SCOPE & BUDGET

Over the past forty years, there have been multiple previous efforts to develop a community recreation center in Upper Arlington. These efforts were not successful due to a lack of public support, as shown by multiple failed tax levies. In the statistically valid survey associated with the 2018 Parks and Recreation Comprehensive Plan, there was considerable public support for an Indoor Recreation / Community Gathering Center that services all ages and segments of the population.

Because our team, which was led by PROS Consulting, worked very closely with the Upper Arlington Parks and Recreation Department to prepare the 2018 Parks and Recreation Comprehensive Plan, we are very familiar with the Comprehensive Plan, the recommendation to conduct a feasibility study, and the need to engage the community throughout the process. We understand the importance of doing the due diligence this feasibility study requires so that the community and its leaders can make informed decisions about the needs, viability, and level of public support for an indoor recreation / community center in Upper Arlington.

We believe it is important to shape the specific process and community engagement touchpoints for your Project such that it is the right fit for Upper Arlington. We propose to provide our services in a 2-step approach whereby the City of Upper Arlington has the option, at the completion of Step 1, to continue on with Step 2 services, or if the public does not support the project, end the Feasibility Study at the completion of Step 1. The following narrative and scope of services to be performed by the Consulting Team shall be completed in accordance with generally accepted standards of the practice and shall include the services and supplies to complete the following tasks:

STEP 1 – INITIAL FEASIBILITY STUDY EVALUATION (\$72,500)



Project Kick-Off / Data Collection (\$5,000)

The Consulting Team facilitates a Project Kick-Off Meeting with representatives from City staff, CCFTF, and other stakeholders. During this meeting we will identify the roles and responsibilities of the Project Team (including involvement of staff and each of the subcommittees), review all data collected with respect to the Project and meet with key staff to gather additional input. We will discuss:

- Expectations/Tasks - We will discuss and define overall expectations and necessary tasks and responsibilities. A detailed work plan (including initial goals and objectives, as it relates specifically to the task) will be discussed and a project schedule will be developed.
- Evaluate Program and Project Parameters – We will facilitate discussions and evaluate with the City and Community Center Feasibility Task Force (CCFTF) the program requirements and overall project parameters.
- Communiqué / Project Management (10 Meetings) – Confirmation on lines of communication, points of contact, level of involvement by City leaders and staff, partner and other related project management details. As the prime, Williams Architects (Nancy T. Weir) will attend bi-weekly meetings with the Leadership Team (Task Force, Staff & Sub-Committee) for a total of 10 meetings.
- Data Collection – We will request, collect, log and review potential data and information required to facilitate a thorough understanding of the project background.
- Design Criteria - Develop a “Design Statement” and establish the Project’s design criteria, as they relate to the Project’s goals and objectives. We gather all information available, as well as infrastructure, due diligence, surveys, land use preservation, surveys, photographs, additional existing feasibility studies, master plans, drawings, zoning information, soil borings, etc. We will review the City of Upper Arlington’s data and related materials, including the 2018 Parks and Recreation Comprehensive Plan to re-familiarize ourselves with the design intent and scope of work for the Upper Arlington Community Center. Utilizing this information, we build a comprehensive database of our findings including a project flow chart outlining the milestones, schedule and key tasks to be completed.
- Calibrate and Finalize Engagement Plan – Working with the CCFTF Community Engagement Subcommittee, we will review and finalize the public engagement plan. A master schedule will be created, showing communication protocols and framework. We will discuss and identify participants for the focus group and planning for the community meetings.

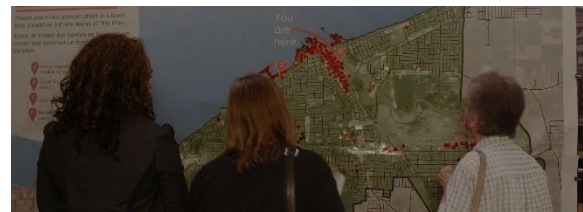
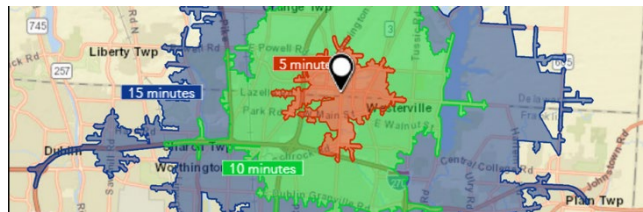


Stakeholder Input (\$4,000)

The foundation of all projects should be built upon an inclusive input process. This project's input process will be based on qualitative data gleaned from leadership and stakeholder meetings. The Consulting Team will utilize contacts and relationships of the City to identify key stakeholders and leaders to gather input in order to gain consensus on key development priorities and operational strategies and programs.

The Consulting Team will perform up to 15 stakeholder interviews with key stakeholders and up to five (5) staff interviews to evaluate the vision for the facility; these interviews will occur within the first 15 days of the project. The community values, strengths and challenges potentially facing the facility, trends and existing level of services provided will also be evaluated during this time. It is important to have one-on-one interviews and these stakeholders and staff to ascertain candid input. These interviews will identify vision, values and key issues and provide insight into facility and program needs, operational issues, and opportunities. These interviews may include elected officials, educational groups, advocacy groups, local businesses, public / private program providers, sports groups, youth, seniors, and other potential partners.

We will meet with other local government entities to understand their past challenges, what led to their success, and what are their upcoming needs / desires such that we can navigate the waters and plan accordingly. Early communication is key. Organizations will include, but not be limited to: School Districts, Library Districts, City municipal needs, Township, Metro Parks, etc. such that we can anticipate how their needs will impact the community tax. The Consulting Team will also interview up to five (5) local area peer agencies that have completed community centers to discuss their successes / failures.



Competitor Analysis (\$4,500)

- **Demographic Analysis (Included)**

The Consulting Team will review with the CCFTF the demographic information from the 2018 Completed Master Plan (prepared by PROS) and utilize this information as the baseline for the feasibility study.

- **Service Provider Analysis (\$3,000)**

The Consulting Team will analyze all major direct and indirect service providers that are associated with indoor community centers within the 15-mile radius of Upper Arlington. Direct and indirect service providers will be based on typical services/programs administered in like facilities. This data will be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities will be performed on a local basis as well to attempt to quantify market share. Also, the comparable facilities will include local private studios. An analysis of competition will include location, service offering, pricing, and amenities offered.

- **Market Definition (\$1,500)**

The Consulting Team will confirm the size of the market by age segment and race/ethnicity for the study area. Detailed demographic analysis will be compared to potential recreational activities to estimate potential participation per national and local trends, as documented in the Sports & Fitness Industry Association's (SFIA) *2018 Study of Sports, Fitness and Leisure Participation*. The market research data, as well as ESRI Local Market Potential. This will help to determine the size of the activity market by age segment and frequency rates that can be applied to the facility. These figures will serve as the basis for participation and revenue projections of the Community Center.



Public Participation – Round 1 (\$31,500)

We propose the following public participation approach. This approach will be confirmed with the City of Upper Arlington to ensure it meets with City's satisfaction. Furthermore, in the spirit of shared services and in an effort to reduce the overall project cost and promote collaboration, we propose online website management, social media, administration of an online survey and crowd sourcing to be completed by the client team.

- **Focus Groups - Round 1 (\$9,500)**

A series of up to six focus groups will be conducted. The purpose of the focus groups is to evaluate the need, potential program, and location for a community center in the Upper Arlington. Each topic will be evaluated in the focus groups. It is anticipated the output of these discussions will specifically inform the development of the community survey, as well as final determination on the purpose, need, program, and location of a facility in the community. Specific focus groups may include but are not limited to:

- a. Children / Families;
- b. Youth/active sport group;
- c. Arts and culture;
- d. Seniors; and
- e. Strategic partners/private sector
- f. Adult Fitness / Wellness

- **Community Meetings – Round 1 (2 Meetings) (\$12,000)**

We believe as part of this process it will be important to host large open community meetings. As part of these meetings, the Consultant Team will design a workshop where participants will be engaged in small groups working to address and provide feedback on three key questions.

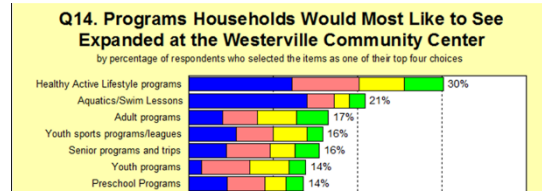
- a. What is the overall level of support for a community center and why?
- b. How would you use a community center in the future?
- c. Evaluation of future locations for a community center?

- **Community Pop-Ups (2 Pop-Ups) (\$5,500)**

Similar to the community meeting the consultant team will conduct two community pop-up events to gather additional feedback. This is a tool that members of the consultant team have had success with in the past. A simpler version of the community meeting activities will be conducted at the pop-up events. The consulting team will provide the Task Force with pop-up training and a kit in order for the Task Force to conduct additional pop-up events.

- **Youth Focused Engagement (\$4,500)**

We believe the youth of Upper Arlington are key stakeholders when understanding the need for, and development of a program the future community center. Our team will take the extra step to specifically engage the youth as part of the planning process. This will be a two-step process. The first will be conducting a youth specific focus group(s) at the middle school or high school level. The second will be a youth workbook. The workbook will be geared toward students K-6. The idea is to gain interest and support from youth and families as part of this effort.



Survey (Statistically Valid and Online) (Statistically Valid - \$15,000; Online by Client Team or see Contingent Optional Additional Services)

Statistically-Valid Needs Analysis Survey – The Consulting Team will perform a random, scientifically valid community-wide household survey to quantify knowledge, need, unmet need, priorities and support for the community center expansion. The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of approximately 400 completed surveys at a 95% level of confidence and a confidence interval of +/- 5%. Prior to the survey being administered, it will be reviewed by the City staff.

We will develop and launch a community survey. The survey will be informed by the results of the previous public engagement activities and developed and refined in partnership with the Community Engagement Subcommittee. It is anticipated the survey will address the three key questions explored during the community events and focus groups including:

- a. What is the need?
- b. What is the preferred program?
- c. What is the best location?
- d. Site travel?
- e. Potential Partners?

Other questions will also be addressed that will build a complete data set of information from which to make informed decisions regarding the community center.



Core Program Component/Space Type	Community Center Area (SF)
Athletics	13,600
Aquatics	14,000
Wellness	6,000
Multi-Use / General Program	4,200
Facility Administration	2,500
Common Space	14,500
Utility Space	2,700
Partner (Health, Library, School)	10,000

Visioning and Program (\$10,500)

Utilizing the community input, demographic analysis, service provider analysis, and market definition, we will commence with our creative visioning process and identify the recommended core programs for the facility. This will include key activities and programs for participants, as well as the potential size of the core program and market positioning.

Core program identification could include: Recreation, Sports, Therapy, Enrichment, Fitness and Wellness, Family Activities, Arts, Education, Aquatics, Active Adults, Boomers and Seniors.

With the information obtained in the Kick-Off Meeting, we will prepare a bullet-point building program summary for use in preparing the Concept Plan options. We will meet with the representatives of the Project to review program needs and establish the same as required. We shall prepare a bullet-point summary with like photo examples which describe the anticipated scope of work, as it relates to the facilities program elements / areas.

Item No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Program	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2. Staff	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
3. Equipment	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
4. Utilities	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
5. Maintenance	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
6. Security	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
7. Other	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
8. Total	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8



Site Identification and Analysis (\$1,000)

During this phase we will work with the client to identify potential sites for the community center. This will be based on analysis by both the Consulting Team and input from the advisory committee, as well as city staff and leadership.

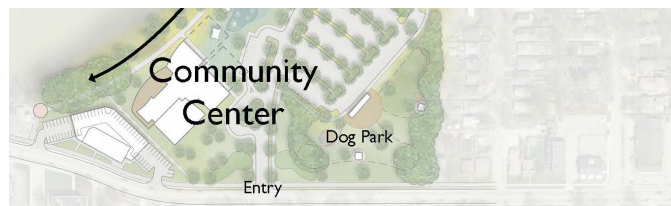


Partnership Identification (\$1,000)

We will work with the staff to identify and interview potential partners that could help develop the Community Center facility or provide programs in the facilities to reduce the city’s capital costs. Interviews will include up to 10 potential capital or funding partners.

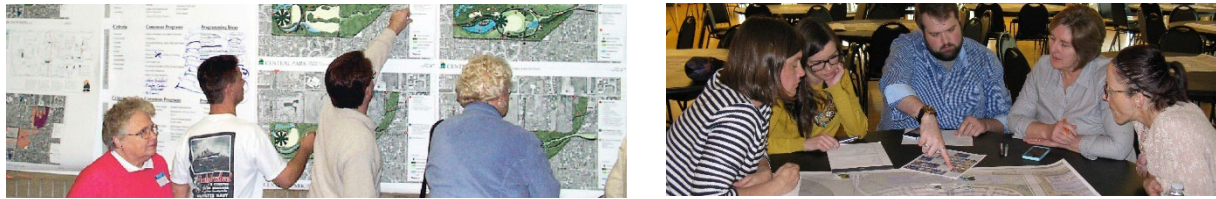
STEP 2 – DEVELOPMENT OF FEASIBILITY STUDY SERVICES (\$72,500)

The Consulting Team will work to translate the market and corresponding program and market assessment into a conceptual facility design including spatial relationship. This task will be performed in conjunction with the program and operations tasks. This collaborative planning process where program and space are jointly formulated provides a representative model where the interrelationship of program and space and associated choices and consequences can be directly illustrated.



Site Identification and Analysis- Round 2 (\$4,000)

Criteria & Preferred Site(s) - The preferred site(s) will be evaluated and narrowed down to select locations (2 to 3), including the Alternate Site with additional program / planning requirements. We will perform a site analysis of each site and identify the potential carrying capacity of the site based on a general program and building template for the community center.



Program Refinement & Space Allocation Design Options (\$9,500)

Utilizing the public engagement and market analysis, the Consulting Team will identify the key activities and programs for participants. Goals and budget for the project will be shared and reviewed, and lead to a succinct “Program Statement” that speaks to and addresses the overall program goals for this Project. This will serve as our program mission statement. This is reviewed with leadership staff and potential Partner representatives and any overall changes are made. Meetings with stakeholders will take place to gather input. The Consulting Team will prepare idea board(s) to help stakeholders envision potential spaces and choices. The result will be a list of goals for each core program feature.

We will work with the City of Upper Arlington to determine staff (current and projected), storage needs, meeting needs, other special space needs, etc. This data is then analyzed along with high-level staff to remove unnecessary items and to ensure there are no overlaps or gaps between the surveys. Then we use that information to produce a Space Program that lists the spaces necessary to meet the functional needs. Additionally, we will review all support spaces for the facility in a similar fashion and synthesize the data into a comprehensive Building Space Program.

The refined Space Program for the Community Center will be prepared and shared with the Community Center Feasibility Task Force and other stakeholders as determined, and any overall changes will be made.

The aforementioned completed Space Program will provide a summary of areas that each program space requires including an estimate of the order of magnitude of cost for the various design options. Based on the Program Summary the Consulting Team shall develop 2 – 3 Space Allocation design options for the preferred site, depicting the organization and adjacency of spaces for the proposed facility, for review and selection of a singular preferred solution by the City of Upper Arlington.

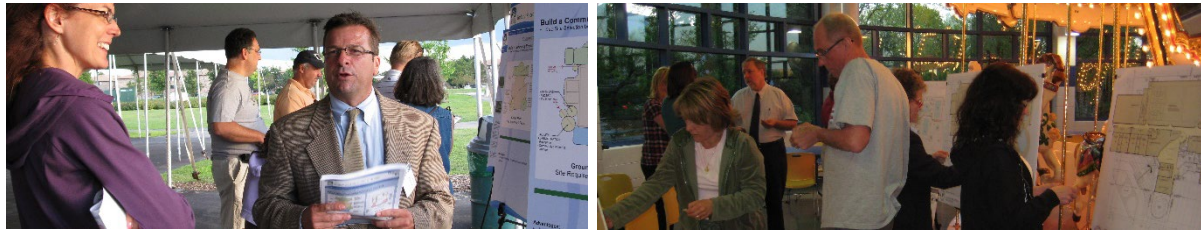


Concept Development (\$23,000)

Our Consulting Team will utilize the Space Allocation Program and the preferred Space Allocation Plan, which describe the facility’s program elements, areas, and functional / spatial relationships, to prepare a final conceptual plan, with optional program design additions, including floor plan(s), site plan(s), building elevations, illustrative rendering(s), 3-D digital model(s), drawn to scale, and indicating location, size, and proposed amenities to best meet the recreation and wellness needs of the City of Upper Arlington. Refer to Contingent Optional Additional Services for inclusion of an Alternate Site with additional program planning requirements. Furthermore, see Contingent Optional Additional Services for inclusion of the development of a second concept on an additional site, as well as the development of Animations.

Capital Cost Development (\$3,000)

The Consulting Team will provide a capital cost estimate which will include a breakdown by features and amenities for the preferred solution.

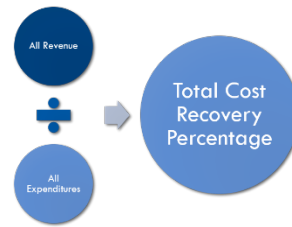


Public Participation – Round 2 (\$16,000)

- **Focus Groups Round 2 (\$5,000)**
The consultant team will conduct a second round of focus group meetings after the development of a draft program and concept plan for the community center. The purpose of these meetings will be to get strategic insight into the draft program and center design/layout. Comments will be received and integrated into the final draft program and center concept(s).
- **Electronic Survey - Round 2 (not statistically valid) (Included)**
We believe conducting a second online community survey in the second phase of planning is a low-cost engagement strategy that will continue to build trust and insight into the development of the project. Recent experience from our team indicates this tool can develop 2,000 – 3,000 responses in a short amount of time. The survey questions and desired outcome will mirror the questions and outcomes of the focus groups.
- **Community Event 2 (up to 2 meetings) (\$11,000)**
At this community event the consultant team will conduct a second round of public meetings. The purpose of the meetings will be to reveal and test the draft program and concept plans for the community center at the preferred location (preferred location outcome of Phase I). Unlike the first round of community meetings this meeting will be designed as an open house, with a formal presentation at the beginning of the meeting.

Pro Forma Revenues & Expenditures
Fairbank Community Center
BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$807,852.00	\$832,087.56	\$857,050.19	\$882,761.69	\$909,244.54	\$936,521.88
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$890,741.00	\$917,463.23	\$944,987.13	\$973,336.74	\$1,002,536.84	\$1,032,632.95
Fitness	\$137,488.00	\$141,612.64	\$145,861.02	\$150,236.85	\$154,743.96	\$159,386.27
Natorium	\$616,823.32	\$635,328.02	\$654,387.86	\$674,019.49	\$694,240.08	\$715,067.28
Gymnasium	\$119,850.00	\$123,445.50	\$127,148.87	\$130,963.33	\$134,892.23	\$138,939.00
Parties and Rentals	\$228,894.00	\$235,245.82	\$242,303.19	\$249,572.29	\$257,059.46	\$264,771.24
Seniors	\$150,770.00	\$155,293.10	\$159,951.89	\$164,750.45	\$169,692.96	\$174,783.75
General Services	\$24,500.00	\$25,235.00	\$25,992.05	\$26,771.81	\$27,574.97	\$28,402.21
Total	\$2,976,418.32	\$3,065,710.87	\$3,157,682.19	\$3,252,412.66	\$3,349,985.04	\$3,450,484.59



Business Plan / Proforma (\$13,500)

- **Operational Standards (\$2,000)**
The Consulting Team will establish operational standards and costs for the Community Center based on full operations. This will include hours of operation, maintenance standards, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. Where appropriate, personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program of the facility. This task will require a workshop with the CCFT Finance Subcommittee, key management and staff.
- **Partnership Identification and Funding Strategy (\$4,000)**
The Consulting Team will evaluate existing partnerships and potential new contributing partnerships for the Community Center to gain an understanding of the impact of program specific partnering; ultimately determining if the shared risk associated with partnering eases the fiscal burden of service delivery while continuing to provide a benefit to the community. This will include identification of potential partners by specific activity, funding parameters, and agreement guidelines to support formal agreements. The Consulting Team has extensive experience in multiple partner – public, private, and non-profit – operational scenarios. Management alternatives will be developed to guide decision-making by the project team.

- **Financial and Funding Plan/Pro-Forma (\$7,500)**

Based on the program, operations, and conceptual plan for the facility, the Consulting Team will develop a detailed financial and funding plan illustrating pricing strategy for each of the programs and services. The detail financial plan would include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel; a fully functional version of the electronic model will be provided to the management group for future use as a budgeting and planning tool. The electronic financial model, fully linked and functional with the ability to project and model dynamic scenarios, will include:

- Expenditure detail: Detailed staffing by space/program area; contractual costs, including but not limited to, utilities, maintenance and repair, insurance, office/license/dues, advertising and promotion; Commodity costs for program area and general facility requirements; Contract instructor costs; and a capital maintenance plan.
- Revenue and participation detail: General admission by month of year, by participant category and price point (youth, adult, weekday, weekend, etc.); Program/class participation by session/meetings, by participant category; Rental by space/program area by price point.

Pricing strategies would be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial and funding plan will be included as a deliverable to provide management and staff the ability to affectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

The Consulting Team will develop funding options to build and operate the community center as part of this phase.



- **Final Report / Presentation (\$3,500)**

The Consulting Team will present the draft Community Center *Feasibility Study* findings and recommendations over a one (1) day period for comment and review. Presentations will be made to the Community Center Feasibility Task Force project team and if requested, to City Council and the Public.

SCHEDULE MANAGEMENT & PROPOSED PROJECT SCHEDULE

Our procedure for maintaining project schedules includes defining a very specific step-by-step process with the Owner at the beginning of the Project. With this ongoing series of deadlines to meet, it has allowed us to maintain excellent results in achieving our project deadlines. We take great effort to carefully plan out all the meetings, work tasks and project milestones for a Project. We do this because it has greatly enhanced our ability to keep our projects moving forward with no surprises to our clients. We will work with the City to develop a Project Schedule that meets the City’s goals and objectives.

Project Milestones:

- Step 1 – Initial Feasibility Study Evaluation Dec. 2019 – Mar. 2020

Week:	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Community Center Feasibility Study																
Step 1 - Initial Feasibility Study Evaluation (4 Months)																
Project Kick-Off /Data Collection	█	█														
Stakeholder Input		█	█													
Competitor Analysis			█	█												
Site Identification and Analysis							█	█		█						
Public Participation - Round 1																
Survey																
Visioning and Program																
Partnership Identification																

Key Meeting Dates █

Task Technical Work █

- Step 2 – Final Feasibility Study Development Apr. 2020 – Aug. 2020

Week:	Month 1				Month 2				Month 3				Month 4				Month 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Community Center Feasibility Study																				
Step 2 - Development of Feasibility Study Services (4 Months)																				
Space Allocation																				
Concept Development																				
Capital Cost Development																				
Public Participation - Round 2																				
Business Plan / Proforma																				
Presentation																				
Final Report																				

Key Meeting Dates █

Task Technical Work █

TOTAL PROFESSIONAL PROJECT SERVICE FEES

The compensation to the Consulting Team by the City shall be paid on a fee basis, as described below, for the Scope of Services performed in accordance with the enclosed compensation breakdown. The Consulting Team shall bill the City on a monthly basis for the percentage of services / work performed for the previous month's time.

We respectfully propose our Professional Services fees as follows:

Step 1 – Initial Feasibility Study Evaluation \$ 72,500.00

A Fixed Fee of Seventy-Two Thousand Five Hundred Dollars (\$72,500.00) plus Reimbursables Expenses.

Project Kick-Off / Data Collection	\$ 5,000.00
Stakeholder Input	\$ 4,000.00
Competitor Analysis	\$ 4,500.00
Public Participation – Round 1	\$31,500.00
Survey (Statistically Valid and Online)	\$15,000.00 Statistically Valid; Online by Client Team or see Additional Services
Visioning and Program	\$10,500.00
Site Identification and Analysis – Round 1	\$ 1,000.00
Partnership Identification	\$ 1,000.00

Step 2 – Final Feasibility Study Development \$ 72,500.00

A Fixed Fee of Seventy-Two Thousand Five Hundred Dollars (\$72,500.00) plus Reimbursables Expenses.

Site Identification and Analysis – Round 2	\$ 4,000.00
Space Allocation	\$ 9,500.00
Concept Development	\$23,000.00
Capital Cost Development	\$ 3,000.00
Public Participation – Round 2	\$16,000.00
Business Plan / Proforma	\$13,500.00
Final Report / Presentation	\$ 3,500.00

Grand Total – Step 1 and Step 2 \$ 145,000.00

REIMBURSABLE EXPENSES

In addition to our professional services, we shall also invoice the client for our Project related Reimbursable Expenses at a 1.15 multiplier. Project related Reimbursable Expenses include such items as travel, vehicle mileage, tolls, printing, copies, photography, renderings / slides, phones & fax, postage / messenger / overnight courier, direct miscellaneous Project supplies, etc.. Reimbursable Expenses shall not exceed **Fourteen Thousand Five Hundred Dollars (\$14,500.)**

CONTINGENT OPTIONAL ADDITIONAL SERVICES

- Additional Public Participation
To reduce the overall project cost and promote collaboration, we propose online website management, social media, administration of an online survey and crowd sourcing to be completed by the client. If completed by the Consulting Team, this effort will be provided at an added cost of **Eight Thousand Dollars (\$8,000), plus reimbursable expenses as incurred, not to exceed Eight Hundred Dollars (\$800).**
- Additional Concept Development
 - Planning, design, and concept development of an Alternate Site with additional program planning requirements. This effort will be provided at an added cost of **Twelve Thousand Dollars (\$12,000), plus reimbursable expenses as incurred, not to exceed One Thousand Two Hundred Dollars (\$1,200).**
 - Full development of a second concept on an additional site. This effort will be provided at an added cost of **Twenty Thousand Dollars (\$20,000), plus reimbursable expenses as incurred, not to exceed Two Thousand Dollars (\$2,000).**
 - Animation of a preferred concept. This effort will be provided at an added cost of **Eight Thousand Dollars (\$8,000) per concept, plus reimbursable expenses as incurred, not to exceed Eight Hundred Dollars (\$800) per concept.**

Furthermore, professional services excluded from and not specifically noted within this LOPA can be provided on an hourly, or mutually agreed upon fixed fee basis by the City and Consulting Team. Upon the City's request and approval of the same, with scope and fee as established and as mutually agreed upon between the City and Consulting Team, we will document the City's desired Contingent Optional Additional Services.

CLOSING

If you are in agreement with the terms and conditions of this Letter of Proposed Agreement (LOPA), please sign / date below, and return a copy to our office. Upon receipt of this LOPA we will attach the same to a mutually agreed upon Prime Agreement. We are ready to start our services immediately. It is understood that the general terms contained within this LOPA are as per the Architect's Standard of Care.

Thank you again for this wonderful opportunity to offer our Professional Services to the City of Upper Arlington. If you have other questions or comments, please do not hesitate to contact me at your earliest convenience.

Cordially,



Tom C. Poulos, AIA
Vice President / Managing Principal

CC: Nancy T. Weir / Williams Architects
Sonja L. Sporleder / Williams Architects

Attachment: Project Team Collaboration

APPROVED:

Printed Name and Title – City of Upper Arlington - Authorized Representative

Signature
City of Upper Arlington Authorized Representative

Date



**Community Center Feasibility Task Force (CCFTF)
SubCommittee Members**

FINANCE	COMMUNITY ENGAGEMENT	FACILITIES/PARTNERSHIPS
Matt Rule (CHAIR) Brian Perera Linda Mauger Todd Walter	Supen Bowe (CHAIR) Linda Moulakis Kelly Boggs-Lape Merry Hamilton Dianne Albrecht	Greg Comfort (CHAIR) Bill Westbrook Wendy Gomez Chuck Manofsky Yanitza Brongers-Marrero

Finance Subcommittee

The CCFTF Finance Subcommittee is charged with exploring all financial considerations associated with a prospective community center. This includes, but is not limited to:

- Identifying possible sources of capital funding
- Identifying possible sources of ongoing operations, programs and maintenance funding
- Consideration of financial business models for facilities in comparable communities
- Developing an overarching summary of funding strategy options

Community Engagement Subcommittee

The CCFTF Community Engagement Subcommittee is charged with developing an extensive, open and transparent community engagement process that encourages multiple opportunities for citizen participation and input. With the support and guidance of the professional feasibility study consultant firm, the work of this subcommittee will include, but is not limited to:

- Planning and conducting a variety of public meetings (open houses, focus groups, pop up gatherings, etc.)
- Planning and conducting citizen surveys, to include one statistically valid survey, informal online surveys as appropriate, questionnaires, etc.
- Reviewing data and resident input gathered through previous outreach (2018 Parks & Recreation Comprehensive Plan, etc.)
- Creating summaries of the feedback obtained through these processes

Facilities & Partnerships Subcommittee

The CCFTF Facilities & Partnerships Subcommittee is charged with developing the parameters for a prospective community center facility—to include the consideration of partnership opportunities—that would best fulfill residents needs and desires. This includes, but is not limited to:

- Visiting/reviewing facilities in comparable communities
- Assessing the community’s needs, programs and existing amenities
- Considering potential locations for a prospective facility- exploring existing models of public and private partnership opportunities and/or development of new models