

GENERAL INFORMATION

The Town of Sudbury, acting through the Fairbanks Community Center Study Task Force, is seeking proposals from qualified consulting firms to develop a feasibility study for the redevelopment of the Fairbank Community Center complex which includes the Atkinson Pool, the Senior Center, Park and Recreation offices and other recreational and education program space, and currently houses the Sudbury Public Schools administrative offices. The study should develop a conceptual facility based on market based analysis within the parameters outlined by the Task Force. These parameters include a community center which includes park and recreation offices, programming space aquatics, and senior center all within a multi-generational facility.

The firm must have recent experience performing feasibility studies for senior centers and community and recreational facilities including aquatic program elements.

Proposals addressed to the Fairbanks Community Center Study Task Force should be received at the Office of the Facilities Director, 275 Old Sudbury Road, Sudbury, MA 01776, until November 30, 2016, at 3:00 p.m., at which time all proposals should be publicly opened.

EXISTING CONDITIONS

The Fairbank Community Center Complex is located at 40 Fairbank Road, Sudbury, MA. The existing facility includes the following space use:

- Entry/Lobby/Lounge
- Pool Office
- Senior Center
- Preschool
- Teen Center
- Emergency Shelter Operation
- Summer Camps
- Kitchen
- Sudbury Public Schools Administration Offices
- Recreation Department Offices
- Pool locker rooms
- Public Toilets
- 25 yard indoor swimming pool
- Diving pool
- Meeting/Multi-use spaces
- Gymnasium/Multi-purpose including voting site

SCOPE OF SERVICES – Feasibility Analysis

The scope of services herein requires two analyses: 1) the feasibility of a built new facility; and 2) an assessment of the existing facility which will estimate the cost to renovate in order to meet market demands of the community. It is envisioned that much of the second analysis will be based on finding from the first analysis. Below, Sections I – VI outline the scope of services for the built new analysis, while Section VII outlines the scope of services for the evaluation of the existing facility.

I – Data Collection and Market Analysis

- A. Initial Meeting and Data Collection** – The first task should establish the framework and outcome expectations associated with the feasibility study. Included in this task should be an initial meeting; the initial meeting should be attended by the key Town of Sudbury stakeholders and staff members to confirm project goals, objectives, and expectations that should help guide actions and decisions of the Consultant. Steps of this task include:
- a. **Review Existing Information and Reports**– The Consultant should review and discuss with key Town management and staff the current market, other services providers, customer base and key findings and themes in relevant reports that have been done over the past several years if available.
- B. Demographic Analysis** – The Consultant should complete a demographic trends analysis which is based on Census 2010 baseline data, 2016 reported data, and projected populations for next five and ten years. Demographic characteristics analyzed and reported on should include population, age and gender distribution, households, and income characteristics. Also, the effect of demographic changes for the facility being discussed should be researched. This analysis should provide an understanding of the demographic environment for the following reasons: To understand the market areas which are potentially served by the potential new facility to determine changes and assist in making proactive decisions to accommodate those shifts.
- C. Service Provider Analysis** – The Consultant should analyze all major direct and indirect service providers. Direct and indirect service providers should be based on typical services/programs administered in like facilities. This data should be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities should be performed on a local basis to attempt to quantify market share. An analysis of competition should include: location, service offering, pricing, and attractions.
- D. Market Definition** – The Consultant should delineate and confirm the size of the market by age segment and other pertinent criteria for the study area. Detailed demographic analysis should 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) 2016 Study of Sports, Fitness and Leisure Participation market research data, as well as ESRI Local Market Potential. This should help to determine the size of the activity market by age segment and frequency rates that can be applied to the facility. These figures should serve as the basis for participation and revenue projections of the community center.

II – Community and Stakeholder Input

The foundation of this study is to be built upon an inclusive input process. This project’s input process should be based on qualitative data gleaned from leadership and Town stakeholder meetings. The Consultant should utilize contacts and relationships of the Town of Sudbury to identify stakeholders and leaders to gather input in order to gain consensus on key development priorities and operational strategies and programs.

- A. Key Leadership and Stakeholder Interviews** – The Consultant should perform up to fifteen interviews with key stakeholders to evaluate the vision for the facility; these interviews should 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 should also be evaluated during this time. It is important to have one-on-one interviews and small group focus groups with these stakeholders and staff to ascertain candid input. These focus groups should identify vision, values, and key issues and provide insight into facility and program needs, operational issues, and opportunities. These interviews may include: Town officials, Educational groups, Advocacy groups, Community businesses, Public / private program providers, Sports groups, Youth, Seniors, and Elected officials.
- B. Survey** - Complete a statistically valid survey in order to determine the willingness of the Town of Sudbury to pay for the development of the facility as well as supporting the operational cost of the facility via membership, daily rates, reservations, program fees, etc. In addition to membership rates and fees the survey should enable the amount of taxes households in Sudbury would be willing to pay for the facility in terms of both to capital and possible on-going operating expenses.

III – Program Identification

- A. Visioning and Core Program** – Utilizing the community input, demographic analysis, service provider analysis, and market definition, the Consultant should identify the recommended core programs for the facility. This should include key activities and programs for participants, as well as the potential size of the core program and market positioning. Program identification could include: Recreation, Sports, Ice Services, Therapy, Enrichment, Fitness and wellness, Family Activities, Arts, Education, Aquatics, Active Adults, Boomers and Seniors.

IV – Facility Building Program

The Consultant should translate the market and corresponding program and market assessment into a conceptual facility design including spatial relationship. This task should 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.

- A. Building and Site Program Summary** – With the information obtained in the Data Gathering, the Consultant should prepare a building and site program summary in sufficient detail for our use in preparing the Space Allocation / Linkage Diagram options and ultimately the preferred Conceptual Design. /the Consultant should meet with the representatives of the Project to review program needs and establish / document the same as required. The Consultant shall establish and review the Project budget and describe the anticipated scope of work, as it relates to the facility program elements / areas and present data that should define the building and site areas, function and spatial relationships.

- B. Space Allocation / Linkage Diagram Alternatives** – The aforementioned completed Program Summary should provide a summary of areas that each program space requires including an estimate of the order of magnitude of cost for the design options. Based on the Program Summary the Consultant shall develop Space Allocation / Linkage Diagram design options, depicting the organization and adjacency of spaces with the proposed facility, for review and selection of a singular preferred solution by the Fairbanks Community Center Study Task Force. Conceptual Building Design Illustration – the Consultant should utilize the Space Allocation Program and the preferred Linkage Diagram Plan, which describe the facility’s program elements, areas, and functional / spatial relationships, in order to develop a Concept Design. The Consultant should refine the singular preferred solution into a Conceptual Design which should depict the organization and adjacency of spaces within the proposed facility.

Furthermore, the deliverables for the preferred Concept Design Solution shall include the following:

- Site Plan with Ground Floor Plan outline.
- Floor Plan(s).
- Conceptual Vignette depicting building character.
- Final Summarized Building Program.
- Capital Cost Estimate.
- Project Schedule and phasing, if applicable.

V – Operational Plan

- A. Operational Standards** – The Consultant should establish operational standards and costs for the Community Center based on full operations. This should 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 should also be determined based on the design and program of the facility. This task should require a workshop with key management and staff. Levels of service and operational costs for the facility should be finalized.
- B. Partnership Identification** – The Consultant should 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 should include identification of potential partners by specific activity, funding parameters, and agreement guidelines to support formal agreements.
- C. Financial Plan/Pro-Forma** – Based on the program, operations, and conceptual plan for the facility, the Consultant should 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 should be completed in Microsoft Excel; a fully functional version of the electronic model should 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, should 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 should highlight the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan should 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 should provide a five-year pro forma and cash flow for budgetary purposes.

VI – Draft Report, Presentations and Final Report

Based on the analysis and findings, the Consultant should assemble a report document that clearly and succinctly states the programmatic, physical, and operational elements required to achieve the outcome expectations. All deliverables should be provided in both hard copy and electronic format.

- A. Draft Report Production** – The feasibility study should establish a definitive direction for the Fairbanks Community Center Study Task Force. The plan should be one that generates energy and advocacy while providing confidence in the business practices required for success. A draft plan should be developed and distributed to the Fairbanks Community Center Study Task Force.
- B. Presentation of Findings and Recommendations** – The Consultant should present the draft Feasibility Study findings and recommendations over a one (1) day period for comment and review. Presentations should be made to the Fairbanks Community Center Study Task Force.
- C. Final Report Production** – Following consensus on the draft analysis and recommendations, the Consultant should prepare the final report documenting all findings, analysis and recommendations to support implementation. Twelve (12) hard copies of the feasibility study should be delivered along with a CD of the final report should be provided in Adobe PDF; Presentation materials used throughout the process should be given to the Town.

VII – Assessment of the Existing Facility

As outlined the Town of Sudbury operates an existing community center known as the Fairbank Community Center, located at 40 Fairbank Road, Sudbury, MA. The facility is approximately 40,000 square feet in size and contains the Park & Recreation offices, the senior center, a gymnasium, an aquatics facility, program space and about 8,000 square feet of former school building space occupied by the Sudbury Public School (SPS) system as administrative offices. The building ranges in age from the 1950's to the 1980's.

The assessment of the existing facility should estimate the cost to renovate the facility in order to meet market demands of the community. This may or may not include off-site relocation of the SPS offices and this aspect of the analysis will be based on direction given by the Fairbanks Community Center Study Task Force. It is envisioned that much of the assessment of the existing facility will be based on findings from the build new feasibility analysis outlined above. However this analysis must enable the reader to clearly understand the process undertaken, the assumptions made and support and reasoning for these assumptions.

SCOPE OF SERVICES – Meetings

TBD – Itemize meetings as required by the Feasibility Study Scope of Services.

SCHEDULE

TBD

WORK PRODUCTS

The minimum work products include:

- Feasibility Report consistent with the scope of services outlined above
- Conceptual Design Drawings
- Conceptual Design Narratives
- Estimates of Probable Construction Cost
- Total Project Costs
- Power Point Presentation for Public Forum

All progress documents shall be in hardcopy. All final submittals shall be in PDF format on a CD with one hardcopy.

PROPOSAL REQUIREMENTS

All proposals must be submitted in a sealed package bearing the name of the applicant, addressed to the Fairbanks Community Center Study Task Force, Office of the Facilities Director, 275 Old Lancaster Rd., Sudbury, MA 01776, and marked “Proposal: Fairbanks Community Center Feasibility Study RFP.”

Proposals shall consist of 1 original and 12 hard copies and one electronic copy on CD comprising: letter of intent including a proposed timeline of services which shall address the minimum qualifications and the evaluation criteria set forth in the Selection Process section of this RFQ; completed Commonwealth of Massachusetts Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction 2011; resumes of the key persons and consultants whose services the applicant intends to utilize; descriptions and illustrations of representative work, with appropriate graphics; one original tax attestation and certificate of non-collusion form.

SELECTION PROCESS

Firms should be evaluated on the basis of qualifications and experience in the area of feasibility studies for senior centers and community recreational facilities including aquatic program elements.

The Town reserves the right to reject any and all proposals if deemed to be in the interest of the Town. The Town of Sudbury is an Affirmative Action/Equal Opportunity Employer

All applicant firms must possess the following minimum qualifications which should be addressed in the cover letter:

- Recent experience in the area of feasibility studies for senior centers and community recreational facilities including aquatic program elements. (within last five years)

The applications shall be evaluated upon the following (not in prioritized order):

- Scope of services offered and their appropriateness to the needs of the Town
- Recent experience and qualifications in projects similar in scope within the last five years
- References (minimum of five)
- Ability to work with Town personnel and Committees
- Ability to meet schedule given current workload
- Identity and qualifications of the consultants who should work on the project, including firms to conduct marketing analysis and prepare business plan
- Qualifications of the key personnel to be assigned to the project
- Time commitment of those key persons assigned to the project
- Financial stability of the firm
- Cost control experience
- Achievements demonstrating design excellence
- Demonstrated familiarity with the public bid construction process
- Expertise in funding sources for public recreational projects.
- Examples of municipal recreational projects the Consultant has completed a feasibility study which in turn was successfully approved by the community by vote.
- Any other criteria deemed appropriate by the Fairbanks Community Center Study Task Force.

CONTRACTING REQUIREMENTS

The successful applicant shall execute the contract presented by the Town of Sudbury (sample attached).

The Feasibility Study consistent with the scope of services outlined herein must be completed by May 31, 2017, or as otherwise agreed.

The Consultant's fixed fee for the project including all reimbursable expenses including travel, mailing, and copy reproduction (with certain exceptions) shall be \$XX,000.

The successful applicant must obtain and maintain at his own expense general and automobile liability policies in addition to professional liability insurance, the latter in a total amount of not less than \$500,000. The Town shall be named as an additional insured with regard to liability coverage. A certificate of insurance must be submitted to the Town prior to formal award of any contract.

The Consultant shall be eligible to submit qualifications for any future phase of this project.

The Town reserves the right to reject any and all proposals if it is in the best interest of the Town.

For questions concerning this proposal contact James Kelly, Facilities Director, 978-440-5465.