

City of Burien, WA
Request for Proposals

To Develop a Parks and Recreation Cost of Service Study and Recommended Fee Policy

Proposals Due: Wednesday, September 10, 2008--- 5:00pm

To: City of Burien Parks, Recreation, & Cultural Services
Attn: Debbie Zemke, Recreation Manager
425 SW 144th Street
Burien, WA 98166-1545



INVITATION

The City of Burien is seeking proposals from qualified consulting firms to provide professional services to the City to develop a Parks and Recreation Cost of Service Study and Recommended Fee Policy. The plan will identify goals, policies, and guidelines so that the full cost of services, cost recovery policies, and fee recommendations can be established.

The Cost of Service and Fee Policy results will be used as a resource for future development of the Parks Department's management and budget policies, its biennial budget document and the Department's annual fees and charges schedule.

BACKGROUND

The City of Burien has a population of approximately 31,000 and is located directly south of the City Seattle, separated by an unincorporated area (North Highline) directly to the north, the City of Sea Tac to the east, and the Cities of Des Moines and Normandy Park to the south. The west side of the City is located adjacent to Puget Sound.

Since the City's incorporation in 1993, Burien, a 100-year-old community with a rich heritage, has been busy defining and redesigning itself as a vibrant King County city. Citizens value Burien as a friendly community with well-established neighborhoods, a small-town atmosphere, and an attractive and customer-friendly city center, soon to be enhanced by completion of the City's signature development, Burien Town Square. Parks, recreation, and cultural services include provision of 300 park acres in addition to a community recreation center and visual arts facility. A master plan for a new community recreation center was completed in January, 2008. Approximately 350 individual recreation classes, programs, and events are offered to preschool through senior adult age participants throughout the year.

SCOPE OF WORK

TASK I

• **Review Organization and Corresponding Data**

Review the functions of all the participating organizational units, the City's budget, the Department's budget, organizational charts, and existing fund structure to identify the functions, responsibilities, and finances for the four (4) divisions in the Department. Assist City staff in assembling and reporting needed data and conduct progress meetings with staff as necessary throughout the study period. Review and interpret demographic trends and characteristics of Burien as well as collect and analyze information on Department's current participants and levels of service. Collect and review recreation program and facility use fees from service providers adjacent to the City's geographic boundaries.

TASK II

• **Identify and/or Recommend Current and Potential Fees**

Using the City's existing fee list, the current recreation fee structures will be identified and

evaluated:

- ◆ Recreation programs.
- ◆ Scholarship program.
- ◆ Athletic field rentals, including field prep and lighting costs.
- ◆ Concessionaire permits.
- ◆ Picnic Shelter rentals.
- ◆ General park use rentals.
- ◆ Community Center room rentals.
- ◆ Community Center leased tenant rentals.
- ◆ Arts Center shared studio space rentals.

Potential new and/or expanded fee opportunities based upon City and regional demographics and both current/projected participation trends will also be identified.

TASK III

- **Identify Direct and Indirect Costs**

Analysis is to include areas identified in Task II above. Definitions for a “direct” cost versus an “indirect” cost will be established and clarified.

TASK IV

- **Identify Cost of Recovery Philosophy, Policy, and Principles For Implementation**

Review existing management and budget policies, Department mission, and related guiding principles to recommend cost recovery goals, a fee policy, and fee schedule. Policy will address but not be limited to the following issues relative to both Department recreation programs and facility rentals:

- a) Which services should be subsidized, and whether the service(s) should be subsidized for direct and/or indirect costs.
- b) Which services should be self-supporting, and whether the service(s) should be self-supporting for direct and/or indirect costs.
- c) Whether different cost-recovery goals should be established for recreation programs and/or facility rentals based on participants’ ages (i.e., separate fee recovery for youth vs. adult vs. senior, etc.)
- d) What type of scholarship program should be established, relative to the Department’s mission, Burien’s demographics, and Department’s revenue goals.
- e) Whether a resident vs. non-resident fee schedule should be established.
- f) When or if incentive or discounts should be implemented (i.e., for recreation program on-line and/or early registration, etc.)
- g) Any other fee-related/revenue recovery issue that is identified during the study process.

TASK V

- **Review and Develop Recreation Program Fee Calculation & Financial/Participation Reporting Documents**

- a) Review Department’s current recreation program Fee Calculation document to adjust and/or revise as necessary, based on updated fee recovery policy that is established.
- b) Develop Financial & Participation Summary document to be used by staff on a quarterly basis for program/facility rentals evaluation. Document will enable the following data to be reviewed for each individual recreation service provided during the quarter’s time period and be compatible with Class registration system for data retrieval: revenues, expenditures, net surplus/deficit, number of registrants, number of program participant hours, and number of

residents vs. non-residents participating in service.

TASK VI

- **Identify Benchmarks**

To include at least the following neighboring cities or unincorporated areas: SeaTac, Des Moines, Seattle (Southwest District of Seattle Parks and Recreation Department); King County Parks (North Highline Unincorporated Area). Also review of Washington Recreation and Parks Association's (WRPA) most recent rental fee surveys relative to the Burien market area.

Task VII

- **Development of Study Results and Executive Summary**

A preliminary draft Cost of Service and Fee Policy shall be transmitted to the City (2 printed and bound color copies and an electronic version compatible with the City's software) for review and editing. The Preliminary and Final Study shall include an Executive Summary, written goals, plans, objectives and policy statements that articulate a clear vision and action plan for the Department's future fee policies and services. Charts, graphs, maps and other data shall be included to support the plan and its presentation to the appropriate audiences. A final plan document, including Executive Summary (3 printed and bound color copies and an electronic version compatible with the City's software) shall be transmitted to the City upon completion of the work. A color version of the final Executive Summary consisting of 8 printed copies and an electronic version in a format compatible with the City's software shall be provided. One (1) presentation to the City's Parks Board, at the time of final study, will be required.

Items to be provided by the City of Burien

- Project Manager – Debbie Zemke, Recreation Manager
- Copies of all existing studies, plans, programs, budgets, and other data relative to current recreation service delivery and access to all applicable records.
- Assistance with on-going progress meetings

All proposals should include the following background information:

- A Letter of Submission shall include the name, address and telephone number of the person(s) who is authorized to legally represent the firm. Any confidential material contained in the proposal shall be clearly indicated and marked as "Confidential."
- Each major task is required to be priced out by bidder.
- Background on the firm and its experience in preparing Cost of Service and Fee Policies for public agencies. Of particular interest are engagements involving communities that have characteristics similar to the City of Burien.
- A narrative that presents the services the firm would provide detailing the approach, methodology, deliverables and client meetings to be provided.
- Identification of the personnel to be assigned to this engagement including a résumé of related experience.
- A timeline for preparation and implementation of the Cost of Service and Fee Policy and its components.
- A summary of professional liability and errors and omission insurance coverage the firm maintains.
- A minimum of five (5) public agency references for projects of a similar nature to this project and a description of the projects shall be described and minimally include client, location, contact person, contact information (telephone/e-mail address), and a brief summary description of the project.
- Provide in a separate sealed envelope the project cost for services in an itemized work format. The project cost for services shall be a "not-to-exceed cost for services."

Proposal Response

The proposal response submitted shall contain all information as requested herein, and any additional information necessary to summarize the overall benefit of the proposal to the City. Proposing firms should submit **three (3)** copies of the proposal no later than **September 10, 2008**.

Submittals should be directed to:

Debbie, Recreation Manager
City of Burien Parks, Recreation and Cultural Services Department
425 SW 144th Street
Burien, WA 98166

Email: debbiez@burienwa.gov
Phone: (206) 988-3704

The submittal of a proposal shall be taken as prima facie evidence that the proposing individual/firm has full knowledge of the scope, nature, quality, and quantity of the project to be performed and the detailed requirements and conditions under which the project is to be performed.

This solicitation does not commit the City of Burien to award a contract, to pay any cost incurred with the preparation of a proposal, or to procure or contract for services or supplies. The City of Burien reserves the right to accept or reject any or all proposals received in response to this request, to negotiate with any qualified source, or cancel in whole or part this proposal process if it is in the best interest of the City to do so. Subsequent to contract negotiations, prospective consultants may be required to submit revisions to their proposals. All proposers should note that any contract pursuant to this solicitation is dependent upon the recommendation of the City staff and the approval of the Burien City Council.

Preliminary Project Schedule

The following tentative schedule is anticipated for selection, contract negotiations, contract award and inception and completion of study.

Application Due Date: September 10, 2008
Tentative Interviews: September 22, 2008
Study: October – December, 2008

General Requirement of the Selected Proposing Firm

- Enter into a contract with the City. (These documents and proposal submittals become the contract)
- Maintain insurance coverage for the duration of the contract period
- Successful consultant will be paid on actual invoices as work is completed

Evaluation Criteria

Selection of the successful firm with whom negotiations shall commence will be made through an evaluation process based on the following criteria:

Percent	Component
25	Project Approach
25	Project Team
20	Past Project Experience & Client References
15	Project Schedule
10	Project Fee Structure & Cost Estimate
5	Presentation of Proposal