



TOWN of
WAKE FOREST

Request for Qualifications

**Town of Wake Forest
Parks, Recreation and Cultural Resources Department and the
Wake Forest Renaissance Centre
Cost Recovery Fee Study
9/28/2016**

Request for Qualifications will be accepted until 2:00 p.m. on Friday, October 28, 2016 at the office of Randy Driver, Purchasing Manager, 234 Friendship Chapel Road, Wake Forest, NC 27587. Submittals may be mailed or hand delivered. Office hours are 7:00 a.m. until 3:30 p.m., Monday – Friday. Please send qualifications in a sealed envelope marked:

“RFQ – Wake Forest Parks & Recreation/Wake Forest Renaissance Centre Cost Recovery Fee Study”

Please contact Randy Driver@ 919-435-9474 or rdriver@wakeforestnc.gov with any questions regarding this Request for Qualifications.

Submissions:

A total of **6** copies of the RFQ shall be submitted. They will be retained by the Town of Wake Forest and will not be returned.

ALL SUBMISSIONS RECEIVED AFTER THE STATED TIME WILL NOT BE ACCEPTED

Overview and Purpose of Request:

With the continued growth of the Town, it has been determined that current user fees should be reviewed, researched and updated based on current industry standards. The Parks, Recreation and Cultural Resources and the Wake Forest Renaissance Centre fees were created over the years based on comparative research conducted by staff. The recent Master Plan completed in 2015 supports the need for a fee study that would allow for the implementation of equitable user fees.

Scope of Work:

The Town of Wake Forest is seeking qualified firms to conduct a Cost Recovery Analysis and Fee Study for the Parks, Recreation and Cultural Resources Department and the Wake Forest Renaissance Centre. The scope of work shall consist of the following:

Cost Recovery Analysis and Fee Study

- Conduct a comprehensive review of the Department's current fees and rate structures including, but not limited to facility reservations, recreational programs/classes, athletic leagues/clinics and miscellaneous fees.
- Meet with staff to conduct interviews to understand the Town's policies, processes and operation, and current costing practices.
- Identify the total cost (includes all departmental revenues and expenses, internal service fees and the relevant portion of facility cost allocation) for each program and service. Ensure that the process identifies the total cost by a set of clear cost of accounting definitions (e.g., direct, indirect, and overhead, and cost allocation plan).
- Evaluate cost recovery levels and best practices for establishing fees.
- Compare service/program cost with existing cost recovery practices.
- Recommend appropriate fees to be charged based on analysis and taking into consideration appropriate subsidy percentage for those service/program areas where full cost recovery may not be feasible.
- Identify fees that are not currently charged but under the laws, statutes, rules and regulations governing the collection of fees for public entities, could be charged to improve cost recovery levels.
- Prepare report and present findings and integrate policy issues from the 2015 Master Plan.

Operational Pro Forma and Business Plan for the Renaissance Centre

- Review and evaluate current level of service, as provided by existing personnel.
- Develop Mission and Goals for the operations of the Renaissance Centre.
- Review of staffing model and distribution of assignments
- Review budget and operational expenses and make recommendations to maximize efficiency and cost savings.
- Review current revenue generation and recommend changes based on cost recovery and fee study.

- Review current schedule and programming.
- Conduct a marketing analysis of similar facilities in the RDU area.
- Recommend potential changes based on service delivery goals and cost recovery targets.
- Recommend how staffing may be organized to achieve maximum efficiency to ensure successful management strategies.
- Develop an organizational chart and staffing requirements to meet the current and long-range needs.
- Lay out an implementation plan to adjust to a new organizational chart and framework, as necessary.
- Provide a five-year Operational Pro Forma and Business Plan with assumptions.
- Prepare report and present findings.

Provide an overall review of methodology to staff in preparation for presentation to the Board of Commissioners. Prepare a comprehensive report and present findings and recommendations to the Recreation Advisory Board, Town Staff and Board of Commissioners. Create and review fee schedule implementation and recommend schedule for creating/updating fees.

The Town of Wake Forest will require the following:

- The town will require the selected firm to meet with a core group of Town Staff as needed to ensure the project will serve the needs of the Town of Wake Forest prior to the beginning of the process.
- When submitting qualifications to The Town of Wake Forest include all firms or individuals you will be working with as part of your team. Provide references of projects including contact information for the customer project administrator, similar to scope and size you have completed.

Qualifications:

Submissions shall include information that demonstrates clear, concise information that relates directly to this project. The firm must demonstrate the ability to meet the Town of Wake Forest's needs and do such within a reasonable timeline.

Submissions shall include and be organized in this order:

Expertise:

- Demonstrate a strong background in creating/updating Impact Fees including projects that were completed within budget.

- The ability to foresee and address potential issues and concerns.
- The ability to work effectively with town staff.
- Project layout

Team Organization:

- Identify the project lead staff person and that person's qualifications
- Brief qualification and organization of other key team members involved with this project
- Identify location of all members working on this project including current contact information for each member.

Project Vision:

- Statement of proposed project approach
- Recommended scope of work
- Timeline for completion

Legal History:

- Include a history of litigation and disputes including any pending litigation, arbitration, and disputes. Include results of past litigation, disputes, and arbitration.

***The Town will negotiate the final schedule and budget with the selected firm based on funding available for the project.*

Award and Contract:

Qualifications may be opened by The Town of Wake Forest at any time after the submission deadline. All qualifications satisfying the requirements of this RFQ will be evaluated to establish which best fulfills the needs of The Town of Wake Forest. The Town of Wake Forest anticipates entering into a contract with one of the firms submitting a RFQ to execute the proposed work. This RFQ, however, does not commit the Town of Wake Forest to award a contract, or pay any cost incurred in the preparation of the qualifications. The Town of Wake Forest reserves the right to accept or reject any and all qualifications received as a result of this request, to negotiate with all qualified firms or to cancel this RFQ, if it is in the best interest of The Town of Wake Forest to do so.

After the selection of a firm has been established there will be a period of negotiation between The Town of Wake Forest and the selected firm to finalize scope of work and to determine a fee that is agreeable to both parties.

Once an agreeable fee has been established and the firm has been notified, it will have 10 business days to execute a contract and produce any requested documentation.

End of Request for Qualifications