



ORLANDO  
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COMMERCIAL  
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SENIOR LIVING  
SPORTS & RECREATION

November 20, 2023  
**Revised December 22, 2023**  
**Revised January 25, 2024**  
**Revised January 29, 2024**

Mr. Demetris Pressley, CSM  
Chief Administrative Officer  
The Historic Town of Eatonville  
307 E. Kennedy Blvd.  
Eatonville, FL 32751

Re: Conceptual Master Planning Proposal  
I-4 / Wymore Blvd. & Kennedy Blvd. – Town of Eatonville  
BBA Project Number: 230349.00

Dear Demetris:

Baker Barrios Architects, Inc. (BBA) is pleased to submit this proposal to provide Conceptual Master Planning services to support your community engagement effort led by the Polis Institute in the Town of Eatonville. We look forward to the opportunity to work with you and your project team. BBA proposes to employ a conceptual master planning process for the project which we have successfully used on many similar projects. This planning process consists of the following steps:

1. Community Engagement
2. Site Due Diligence
3. Design Charette
4. Conceptual Master Planning
5. Town of Eatonville Stakeholder Presentations

These steps anticipate presentations to the various project stakeholders and the community, as necessary. Below is a preliminary list:

- Neighborhood Groups
- Planning Board
- Town Council
- Historic Preservation
- CRA/Chamber of Commerce
- Education – Cradle to Career
- Health & Wellness
- Jobs & Economic Vitality

We have outlined below a brief project description, scope of services, project schedule, and compensation for your review and approval. At the completion of the Conceptual Master Planning Phase, Baker Barrios can prepare a separate proposal for ongoing master planning services, which typically include landscape architectural design, preparation of a final master plan, design

ARCHITECTURE + INTERIOR DESIGN + PLANNING + LANDSCAPE ARCHITECTURE

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guidelines, branding assistance, development entitlements, planning approvals, and architectural and engineering services for the vertical development.

## **I. PROJECT DESCRIPTION**

The project is referred to as the Incorporated Town of Eatonville, comprised of approximately 1.1 square miles, including the 70ac OCPS property (Hungerford Site).

The 70ac OCPS site is envisioned to be a large-scale Placemaking Mixed-Use development to include Eatonville cultural venues, public spaces, multi-family, hospitality, lifestyle, retail, and neighborhood services.

## **II. SCOPE OF SERVICES**

Baker Barrios will provide Conceptual Master Planning and Project Envisioning services for the project described above. It is understood additional consultants may be retained during the process by the client. Consultants include:

- Civil Engineer & Survey
- Environmental Consultant
- Transportation / Traffic Consultant
- Geotechnical Engineering
- Land Use Attorney
- Economic Consultant
- Master Developer Partner
- Utility Infrastructure Engineer

A strong partnership between our team, the community, and the town leadership will be critical to the plan's success. Our experience on other master plans, as well as on plans led by a client partnership, will ensure we lead a clear and coordinated effort. We suggest working closely with a subset of individuals that form a Steering Committee – referred to as the Core Team – who will serve as our primary contacts. It is recommended we consult with this entity on a bi-monthly basis. We understand the Steering Committee will include representation from the town, the Community, and Consulting Team. We recommend the town form an Executive Committee that the Steering Committee presents to on a monthly basis to present findings and receive feedback. Materials will always be reviewed and vetted with the Executive Committee before any public meetings with our local office in Orlando.

Baker Barrios can assist the client in assembling the project team. Additional consultants may need to be added to the team as the project planning efforts evolve.



### **A. Steps 1 & 2: Community Engagement and Site Due Diligence**

Public engagement and sustained dialogue will be critical during this process. We will work closely with the Polis Institute who will lead this process. Polis will define the process, but we have anticipated in this proposal the following: The first is outreach with neighborhood clusters, in which the neighborhood is grouped into smaller clusters of two to three subject matter teams. Working in smaller groups will allow close focus on key issues and enable cross dialogue and development of a shared understanding. This would allow for more detailed outreach with specific stakeholders. The second layer speaks to the town as a whole, enabling comprehensive dialogue across all neighborhoods. The final layer is that of specific, targeted outreach, which can take on many forms including focus groups, stakeholder interviews, etc.

#### **Stakeholder Interviews and Focus Groups**

Stakeholder insight is critical throughout all stages of the planning process, but especially at the beginning. BBA will work with the Polis Institute and the Core Team to determine the list of appropriate stakeholders or focus groups to consult and will provide a set of interview questions to distribute and review in advance of the meetings. At minimum, we would anticipate meeting with entities represented by the Steering Committee, along with key community organizations. Focus groups will be facilitated with approximately 10 individuals per group and may include residents, seniors or youth, employees, environmental groups, institutional leaders, and community and neighborhood leaders.

#### **Cultural and Social Resources**

The Town of Eatonville has a rich and varied building stock with multiple conservation and historic districts that house buildings of significant cultural and historical value. Historic preservation regulations and historic district ordinances will be analyzed to better understand their long-term implications on the overall urban fabric. Detailed research will be conducted to better understand the underlying history of the Eatonville community so that it may properly inform the master plan. These studies will be augmented by the mapping of social resources (homeless shelters, special needs programs, schools, religious centers, community learning centers, recreation centers, etc.), commercial centers or squares, and landmarks, which will be mapped against parameters of accessibility, demographics, and income distribution. Public art will be catalogued as well.

#### **Site Due Diligence**

BBA will research local jurisdictions for any historic records, permits, and/or approvals for the town. The project planning team will review and analyze the geography, the town history, the town's vision for the



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property, zoning criteria, land use policies, and the development program scenarios and program. Together, this discovery will inform the branding for the town to assist in the formulation of the conceptual master plan.

During this step, the project team will analyze the physical conditions of the town, both natural systems and man-made improvements, such as the zoning districts, property's boundaries, topography, vegetation, wetlands, ponds and lakes, drainage facilities, buildings, roads, and other existing site improvements. Working with Polis, BBA will study income distribution and demographics to inform the overall Development Program.

Baker Barrios will visit the town to become familiar with the various districts, neighborhoods, and parcels, as well as photograph existing conditions relative to this planning assignment. We will also attend meetings as required to review and discuss, in detail, the physical aspects of the property, opportunities and constraints, connectivity requirements, etc. We anticipate two to three working sessions with the planning staff at the Town of Eatonville to better understand the existing and proposed infrastructure, zoning district, overlays, reports, etc.

As part of this step, Baker Barrios will prepare a zoning analysis for the town and OCPs property and will assist the team in developing an understanding of the local municipality's development review and approval process. Services include attending meetings as required during this step with local governmental officials and municipal planning and zoning managers to discuss the planning and development review and approval process.

### **B. Step 3: Design Charette**

The intent of this step is to begin defining the development program and objectives in addition to the program information collected in the community workshops. Often, the development program is created in response to an Economic Consultant's Market Report identifying real estate needs and opportunities in the local and regional marketplace. Typically, the market study, formal or informal, will also provide specific recommendations for specific types of real estate development, size and amounts, absorption, phasing, revenue potential, etc.

### **Visioning and Outreach**

To better understand the needs of the neighborhoods and to disseminate findings, the BBA team will conduct a series of neighborhood forums. The neighborhoods will be grouped into smaller clusters of two to three adjacent neighborhoods, allowing for more site-specific conversations. The neighborhood forums will include a visioning session and a condensed presentation of the analysis findings, which will lead to an interactive





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exercise focused on defining the ideas and variables to be tested in the development of scenarios that follows.

After completing all the neighborhood forums, the planning team will host a town-wide public meeting to present synthesized feedback on the visioning, key analysis findings, and identification of variables. The goal for this meeting is to leave with a unified understanding of the shared vision, variables, and ideas to be explored in Step 4.

Once the program information is understood Baker Barrios will conduct a design charette with the town, project team, and stakeholders to kick off the project. The purpose of the charette is to build consensus on the preferred planning approach and development program for the project. Services will include conducting a one (1) day planning workshop in Baker Barrios' office. The intent of the workshop is to review conceptual "bubble" diagram concepts and the influences that drove the concepts and modify these ideas into placemaking strategies that define the brand and story, the program, the phasing, the zoning parameters, and the project timeline. The goal will be to define one (1) to three (3) ideas to advance into the conceptual placemaking phase.

It is assumed BBA will work with the project team and develop an initial program. As the concept is further defined, the program will be updated at each milestone throughout the design process, with one final program at the completion of the Concept Design Phase.

### **C. Step 4: Conceptual Master Planning**

After the design charette/workshop with the project team, BBA will refine a series of conceptual level master plan alternatives based on the site and market analysis, jurisdictional requirements, the project's opportunities and challenges, and the project development program.

#### **Shared Vision Plan**

Based upon the outreach conducted in Step 3, we will advance and develop the preferred town plan in greater detail, breaking down the plan into system frameworks that address each topic area identified in Step 3, such as community health, community venues, public spaces, mobility, open space, urban design, affordable housing, commercial resources, placemaking, and more. The team will develop a comprehensive plan and narrative for the community with the goal to embrace its history and celebrate the future. The preferred plan will embody the shared vision for the neighborhood and anticipate it to include programs around Health and Wellness, Cradle to Career Education, Arts and Culture, Child and Youth programs, Economic Vitality and Mobility, Basic Needs and Social Services.



These conceptual level diagrams will illustrate alternative land use relationships, arrangement of the various development program elements on the site and building massing. BBA will also prepare story boards to illustrate a variety of ideas to describe the architecture, place, and brand.

The Master Plan will demonstrate a clear vision for the future of our town, addressing key areas such as:

- **Economic Development:** The plan outlines strategies to attract new businesses and create jobs, which will boost the local economy and improve the overall quality of life for residents.
- **Infrastructure:** The plan addresses the need for upgrades to our roads, public safety hubs, and other utility infrastructure, ensuring the Town of Eatonville will have the foundation in place to support future growth.
- **Housing:** The plan recognizes the need for a variety of housing options to meet the needs of all residents, including affordable housing for low and middle-income families.
- **Environment:** The plan emphasizes the importance of protecting our natural resources and includes measures to address climate change and promote sustainable development.
- **Community Facilities:** The plan calls for the development of cultural spaces, historic landmarks throughout the town, recreation facilities, and other community amenities that will enhance the quality of life for all residents.

The Master Plan will serve as a valuable roadmap for the future of our town and will lead to a more vibrant, prosperous, and sustainable community for the Historic Town of Eatonville.

Utilizing the preferred conceptual plan (or combination of the conceptual plan components), Baker Barrios will prepare a final conceptual master plan for the design. The plan will be illustrative and colored, suitable for presentation and consensus-building efforts, etc. In addition, Baker Barrios will prepare 3D perspective sketches as required (7 renderings are anticipated) to illustrate design intent, scale, and massing.

### **Comprehensive Outreach**

Like Steps 1 & 3, we will leverage neighborhood forums to solicit feedback on the scenarios, highlighting tradeoffs, and collectively evaluating each option. Additionally, we will work with the Core Team to identify a range of creative outreach tactics for further feedback. Scenario outreach will culminate in a town-wide public meeting where the planning team will report back on input and feedback received at all outreach avenues. The goal for the meeting is to arrive at a preferred plan in support of the shared vision for the neighborhood.



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#### **D. Step 5: Town of Eatonville and Community Stakeholder Presentations**

Upon the completion of the final conceptual master plan, Baker Barrios will meet with the Town of Eatonville, the Consultant Team, and interested stakeholders to present the conceptual plans and image boards. Additionally, the intent of these meetings is to build consensus on the preferred design approach and development program.

##### **Comprehensive Outreach**

Using methods and tactics like Step 4, we will conduct comprehensive outreach across the neighborhood to solicit feedback on the shared vision plan. This comprehensive outreach will culminate in another neighborhood-wide public meeting where the preferred plan, along with all feedback received to date, will be presented. Based upon feedback received during the outreach process, we will work closely with the Core Team and others as appropriate to iteratively refine the shared vision plan. Additional public meetings can be conducted until we reach a consensus on all elements of the plan.

In conjunction with the Town of Eatonville representatives, Baker Barrios will attend a public meeting to present the conceptual design. It is anticipated the meeting will be 2 to 3 hours in duration. The intent of the meeting is to gain insight into potential stakeholder needs.

This phase includes meetings as required with the Town of Eatonville, public, and/or community stakeholders.

##### **Draft Plan**

Once consensus on both the shared vision plan and actionable recommendations is achieved, we will create the draft plan report. After ample vetting of the report with the Core Team and Steering Committee, the report will be distributed to the community for review and posted to the project website, with opportunities to comment online and in person. We will work with the Town of Eatonville to determine the desired format for the final plan documentation, which may include print or web-based components. We believe the plans should be highly accessible and graphic. We often supplement technical documentation with creative solutions such as graphic maps, brochures, or web materials.



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At the completion of this initial project phase, Baker Barrios will prepare a booklet to document the preliminary design process, drawings, sketches, and images. The booklet will be produced in "11x17" format and is intended to document the planning and design process to use as a basis to begin detailed design and project implementation.

### **Final Plan**

After the completion of the Draft Plan, we will continue to engage in outreach sessions for final refinement and comments. During this state, we will develop compelling graphics and diagrams that convey the vision, ideas, and proposed strategies of the plan in both 2D and 3D formats. Illustrative drawings, eye-level perspectives, and aerial renderings combined with key diagrams and detailed narrative will help convey the message of the plan to the Town of Eatonville and its constituents. These deliverables will be made available to the broader community and will serve as a guiding document for future development of the neighborhood. A technical appendix will accompany the final plan and will include detailed analysis findings, technical information and data, community outreach input, etc.

### **Outreach: Making the Plan Visible**

As part of the development of the final plan, we will work with the Town of Eatonville to develop pilot projects that engage and inspire the broader community and garner support for the adoption of the plan. Community events will showcase the final plan to create enthusiasm and excitement and showcase the breadth of the planning effort.

### **Optional Service: National African American Museum**

BBA will support the Town of Eatonville to develop the design criteria and deliverables to support the application process for the National African American Museum. It is anticipated that a site plan, floor plans, and 3-D renderings will be requested for this submittal.

## **III. SCHEDULE**

Based on our experience with similar conceptual master planning projects, we anticipate the conceptual planning process described above to take approximately 6 months, depending on the project's complexities and availability, and the schedule of the team members and other project stakeholders.





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Please note some of the steps listed above will occur concurrently to maintain progress.

**IV. COMPENSATION**

**A. Proposed Fees:**

Baker Barrios has estimated compensation based on the scope outlined above by estimating the number of man-hours required to perform the tasks. Based on these estimates, Baker Barrios is proposing a lump sum fee as follows:

Step 1	\$35,000
Step 2	\$15,000
Step 3	\$15,000
Step 4	\$125,000
Step 5	\$15,000
<b>TOTAL</b>	<b>\$205,000</b>
Donation & Gift	<u>\$205,000</u>
<b>TOTAL PROPOSAL</b>	<b>\$0</b>

**Optional Service:**

National African American Museum	\$25,000
Donation & Gift	<u>\$25,000</u>
<b>TOTAL PROPOSAL</b>	<b>\$0</b>

\* Included in the fee above are seven (7) renderings. For additional renderings, a charge of \$3,000/rendering will be charged as an additional service.

**REIMBURSABLE EXPENSES**

Reimbursable expenses including, but not limited to, 3D-colored renderings, 3D project scale models, printing and reproduction costs, postage and shipping, travel expenses, and consultant additional services, if they are required, will be billed in addition to the above-listed professional fees at 1.15 times the actual expenses. Additionally, a technology fee equal to one and one-half percent (1.5%) of the above-listed professional fees will be billed with each progress billing. The following services are also offered at the following fees: \$3,000 per additional rendering and executable file; and \$7,500 per minute of animation. Reimbursable expenses are estimated at \$3,500.



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### **ADDITIONAL SERVICES**

All Additional Services shall be based on time spent and billed on an hourly basis at the following rates or may be a negotiated fixed lump sum. All Additional Services shall be approved in advance and in writing by the Owner prior to commencement of services. It is assumed this is a full-service proposal and we do not anticipate additional services.

#### Architectural Design Services

Executive / President / Vice President	(AR7)	\$350
Managing Partner/ Managing Principal	(AR6)	\$300
Practice Leader / Principal	(AR5)	\$250
Sr. Architect / Sr. Designer / Sr. Project Manager	(AR4)	\$200
Architect / Sr. Drafter / Project Manager	(AR3)	\$160
Project Architect	(AR2)	\$145
Drafter / Graduate Architect	(AR1)	\$100
Intern Architect (Internship)	(AR0)	\$90

#### Landscape Architectural Design Services

Practice Leader / Principal	(LA5)	\$250
Sr. Architect / Sr. Designer / Sr. Project Manager	(LA4)	\$190
Project Architect / Sr. Drafter / Project Manager	(LA3)	\$155
Architect	(LA2)	\$130
Drafter	(LA1)	\$90
Intern Architect (Internship)	(LA0)	\$85

#### Interior Design Services

Practice Leader / Principal	(ID5)	\$250
Sr. Interior Designer	(ID4)	\$200
Interior Designer	(ID3)	\$165
Project Designer	(ID2)	\$130
Drafter / Graduate Interior Designer	(ID1)	\$100
Intern Interior Designer (Internship)	(ID0)	\$90

#### Quality Assurance

Sr. Quality Assurance Specialist	(QA2)	\$175
Quality Assurance Specialist	(QA1)	\$140

#### Other

Director of Special Projects	(DSP)	\$250
Branding	(MA3)	\$200
Computer Support	(IT1)	\$130
Graphics	(GD1)	\$90
Administrative Support	(AM1)	\$100
Business Development	(BD4)	\$250
Marketing	(MA4)	\$250



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**AGREEMENT BETWEEN OWNER AND ARCHITECT**

If this proposal meets with your approval, please indicate your acceptance by signing below and returning a copy to this office. We are prepared to begin this work immediately upon receipt of your written authorization to proceed.

Thank you for your interest in our firm. We look forward to working with you on this exciting project. If you have any questions or comments, please do not hesitate to call us.

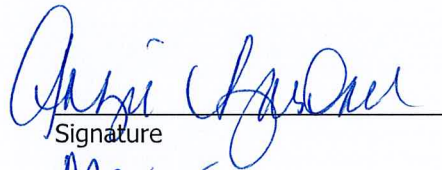
Sincerely,

Accepted by:

**Baker Barrios Architects, Inc.**



Timothy R. Baker, AIA  
CEO + Architect



Signature

Mayor

Title

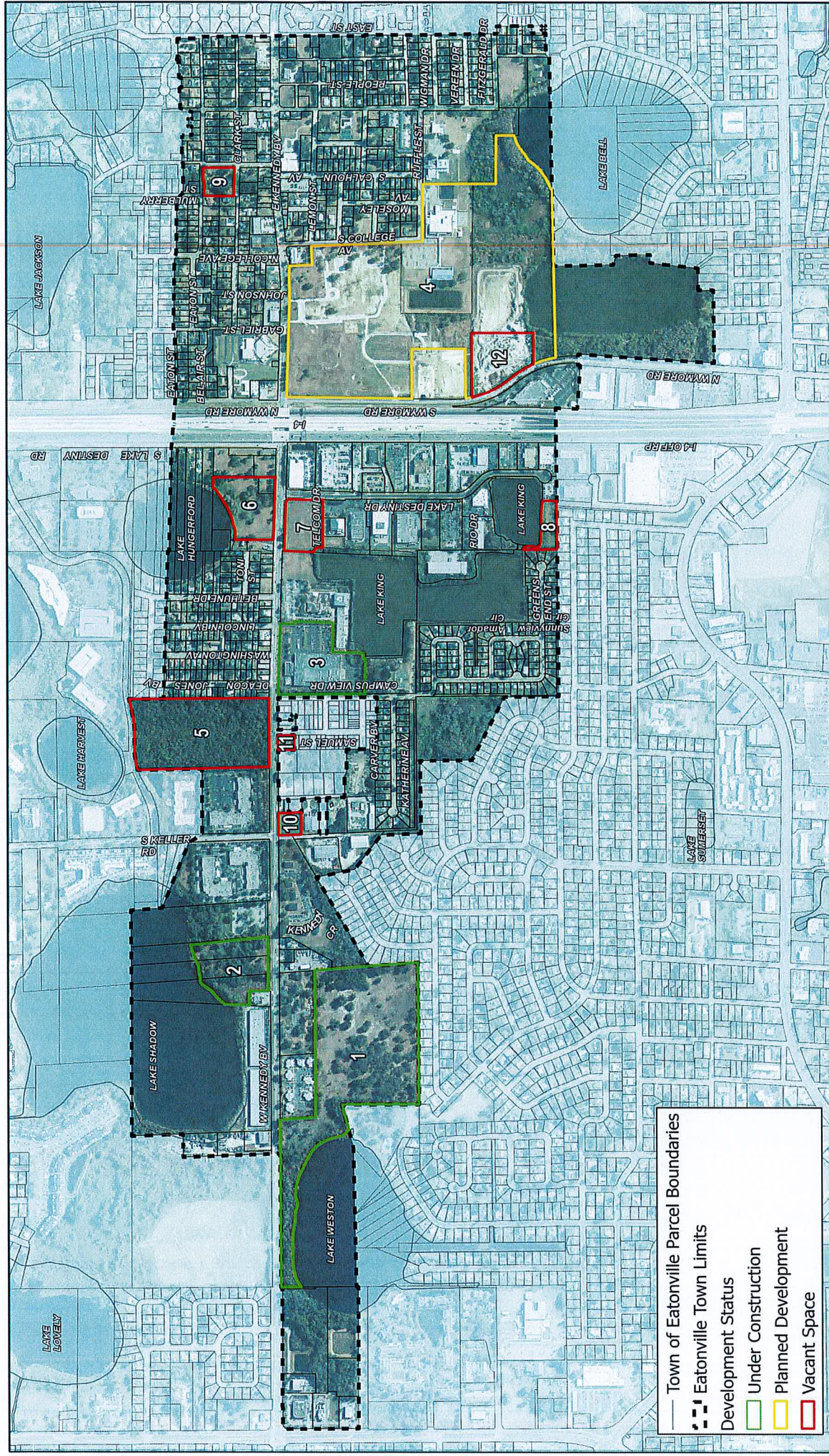
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Date

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- Town of Eatonville Parcel Boundaries
- - - Eatonville Town Limits
- Development Status
- Under Construction
- Planned Development
- Vacant Space



Scale: 1 inch = 800 feet  
 Date: 1/18/2024  
 Photo Date: 2021  
 Project No. E6614  
 GIS: LEC



TOWN OF EATONVILLE PLANNED DEVELOPMENT

TOWN OF EATONVILLE  
 ORANGE COUNTY, FLORIDA

FIGURE  
 5-1

