

July 22, 2022

Sharon Hanson
City Administrator
City of Marshall
344 West Main Street
Marshall, MN

Re: YMCA / Community Recreation Facilities Study

Dear Ms. Hanson:

292 Design Group (292) is pleased to submit this proposal to assist the City of Marshall and the Marshall YMCA in understanding the best way to serve the health, wellness, and recreational opportunities for the residents of Marshall and the surrounding area. Careful planning can provide higher quality and more cost-effective service to the community. Our study will assist the Y, the city, and local partners to join together to develop the appropriate facilities and operations for the community. We appreciate the opportunity to assist with this significant study.

292 Design Group will be assisted by Ballard King, national leaders in operations and revenue planning for community recreation.

It is organized in the following manner:

1. **Project Understanding**
2. **Scope of Services**
3. **Time Frame**
4. **Compensation**

1. PROJECT UNDERSTANDING

We understand the City of Marshall and the Marshall YMCA are requesting professional assistance in evaluating the existing recreation facilities within the community and developing improvements to better serve the community. Included in the study is pursuing potential partnerships with Southwest Minnesota State, Marshall School District and other potential partners. The study will create a process that allows for public engagement, create a priority list, and develop cost estimates both for physical improvement to current or potential new facilities and the annual cost of operating these facilities.

2. SCOPE OF SERVICES

▪ Project Kickoff

Meet with city staff

Gather available project data.

Facility plans if available

Review city of Marshall previous surveys and public input

Understand the existing conditions on how the current facility is operating and other information that the city or Y may have available

- **Facility Assessment**
 - Tour the existing YMCA facility
 - Document physical conditions
 - Document deferred maintenance needs
 - Understand operational limitations

- **Stakeholder and Public Engagement**
 - Participate community stakeholder meetings (B*K virtual)
 - Identify key community leaders, City staff, current members, and project influence individuals
 - Identify potential partners
 - Southwest Minnesota State
 - Community College
 - Area hospital
 - School District
 - Facilitate discussions with potential partners to find commonalities

- **Market Analysis Review:**
 - Identify constraints and parameters
 - Market
 - Site/location
 - Mission and goals
 - Review of demographic characteristics/community profile
 - Population/age range/income
 - Businesses/schools
 - Trends
 - Inventory of facility and programs
 - Review and analyze existing programs/services
 - Review existing master plan/existing studies
 - Review existing recreation program statistics
 - Demand for programs/services

Competitive market analysis

- Identify similar facility type in the general area
 - inventory program and services offered
 - Admission rates/attendance numbers
- Comparison with national, regional, and local participation statistics and trends
 - NSGA standards
 - Potential participation levels
 - Facility and program trends
- Identifying the gap in facilities and programs
- Market segment determination and analysis
 - Determination of user groups
 - Impact of user group needs on facility component listing
- Explore current and future program needs
- Compile, evaluate and interpret all information received

- **Business Plan and Feasibility:**
 - Operating structure and parameters
 - Philosophy of operation
 - Priorities of use
 - Review fee structure
 - Admissions - Drop-in/multiple admissions/annual passes
 - Family, corporate, group rates
 - Rentals
 - Sources of income
 - Identification and verification of revenue sources
 - Develop operating cost impact for facility
 - Develop a line-item budget
 - Personnel by position
 - Contractual services
 - Commodities
 - Debt Service/Capital replacement
 - Develop revenue impact for facility
 - Admissions – daily/annual/multiple admissions
 - Programs and services
 - Rentals
 - Other revenue sources
 - * Revenue/expenditure comparisons
 - Cost recovery level
 - * Project recommendations/profitability of components
 - Marketing strategy
 - Program/service considerations

- **Concept Plan Development**
 - Prepare a variety of concept plans for potential modifications to the YMCA including updated or expanded programs

 - Prepare concept plans for alternative locations or other potential options

 - Establish a conceptual project budget for each concept

 - Present concept plans and corresponding budgets estimates to staff for review and revise concepts as appropriate

 - Present concept plans for discussion with city council (council workshop)

- **Final Recommendations**
 - Present to the Marshall City Council, YMCA Board and other partners' governing bodies the recommendations of the study

- **Public Presentations**
 - Present study recommendation in a public meeting as directed by City of Marshall staff
 - Additional public communications as requested

3. TIME FRAME

292 Design Group proposes a 5-month time frame from initiation to completion.

4. COMPENSATION

Fee for the above outlined scope of work:

Study Fee	\$42,500
Reimbursable Expenses	\$2,500* (Not included in fee above)

**Estimated Reimbursable Expenses include travel, printing, and delivery costs. Reimbursable expenses are most impacted by air travel, hotel, and rental car expenses for Ballard King.*

Sincerely,



Mark Wentzell, AIA,
Partner

292DesignGroup

APPROVED BY:

City of Marshall

By: _____

Its: _____ Date: _____

292 Design Group

By: _____

Its: Mark Wentzell Date: _____