

TAB E



City of Palmetto Agenda Item

Meeting Date

9/14/10

Presenter: Jeff Burton

Department: CRA

Title:

Proposed YMCA Parks Market Study

BACKGROUND:

STATUTORY AUTHORITY FOR PARK ACTIVITY

Florida Statute 163.345 Encouragement of private enterprise
 (c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 3. Installation, construction, or reconstruction of... parks, playgrounds... In the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

1993 CRA Plan states:

Lack of neighborhood pocket parks which are close and easily accessed for Playground use and tot lots. (pg 57)
 Develop recreation and open space opportunities... (Pg 66)
 Promote highest quality recreational opportunities... (pg 68)

ACTIONS:

The Palmetto CRA wishes to partner with the Manatee County YMCA in a Parks and Recreation Market Study in order to determine:

1. Level of Interest in a variety of outdoor activities through park facilities for children, teens and adults
 - a. Outdoor walking and running trails
 - b. Outdoor fitness stations
 - c. Fishing and kayaking
 - d. Tennis, baseball and soccer
 - e. Amplitheatre
 - f. Rope courses
 - g. Frisbee Golf
 - h. Environmental Educational Programs
 - i. Swimming with deck areas

2. The perception of a YMCA adding services provided through City parks located in the CRA

CRA would pay for 1/2 of the study (\$13,500) with the other portion provided by the YMCA. CRA would gain valuable knowledge in allocating its limited financial resources into its parks. CRA may gain a partner (YMCA) in sharing resources to provide new parks services.

Budgeted Amount:	\$60,000.00	Budget Page No(s):	182	Available Amount:	\$0.00	Expenditure Amount:	\$13,500.00
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Additional Budgetary Information: Expend funds from Consultant/Contractual Services

Funding Source(s):	690559310 1	Sufficient Funds Available:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Budget Amendment Required:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Source:	FY 10
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City Attorney Reviewed:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	Advisory Board Recommendation:	<input type="checkbox"/> For <input type="checkbox"/> Against <input type="checkbox"/> N/A	Consistent With:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	FS 163 CRA Plan
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A Proposal for a FourSquare **Market** Study

Assessing Opportunities for a New YMCA and Outdoor Recreational Activities within the Palmetto CRA

Presented to
Manatee County Family YMCA &
City of Palmetto Community
Redevelopment Agency

August 06, 2010

Submitted by



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Market Research and Strategic Planning for Nonprofits Nationwide

Via Email

August 06, 2010

Sean Allison
President/CEO
Manatee County Family YMCA
3805 59th St W
Bradenton, FL 34209-6050

Jeff Burton, Interim Administrator
City of Palmetto Community Redevelopment Agency
715 4th St. W.
516 8th Ave. W.
Palmetto, FL 34221

Dear Sean and Jeff:

Thank you for your interest in FourSquare Research, Inc.

Based on the conversation I had with Sean last week I have developed a proposal for a FourSquare Market Study assessing opportunities for a new YMCA and outdoor recreational activities within the Palmetto CRA. Please find it enclosed for your review.

Having conducted nearly 700 studies for YMCAs throughout the United States, we are known for our comprehensive methodology, accurate data, user-friendly reporting and reliable track record. The attached proposal outlines our scope of work, research methodology, timeline, fees and schedule. If you have any questions, please do not hesitate to contact me.

Thank you for your consideration. I welcome the opportunity to work with you.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Li Li", with a long horizontal flourish extending to the right.

Li Li
Managing Partner

Enclosure

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PROPOSAL
A FourSquare Market Research Study Assessing
Opportunities for a New YMCA at Lamb Park and Sutton Park
Providing Outdoor Recreational Activities for the City of Palmetto

COMPANY EXPERIENCE

Having conducted nearly 700 studies for YMCAs throughout the United States, the team at FourSquare Research, Inc. has **more experience** with this type of project than any other market research team in the nation.

We specialize in **non-profit organizations** and have worked with many YMCAs in Florida cities such as Bradenton, Clearwater, Naples, Jacksonville, Oldsmar, Pensacola, Gainesville, Palm Harbor, Homestead, Boynton Beach, Port Charlotte, Punta Gorda, Venice, Ft. Lauderdale, and Boca Raton.

Many of our studies involve collaborations between YMCAs and local municipalities and parks and recreation departments. Therefore we are very familiar with dynamics of such collaboration.

We are also capable of conducting interviews in Spanish and we could also tailor the language to specific nationalities such as Mexican and Cuban.

SCOPE OF WORK

Specifically, the study will answer the following questions:

Demand

- How can a new YMCA best serve the residents of the City of Palmetto and its surrounding communities through its park facilities?
- What is the level of interest in a variety of outdoor recreational activities as well as new and traditional YMCA programs and services for children, teens, and adults of all ages?
- How many new member households would join a new YMCA located within the CRA during the first 12-18 months after the new YMCA is built?
- What is the potential in revenue generated from new membership units within the first 12-18 months of operation of a new YMCA?

Location

- How would prospective members perceive the convenience of CRA parks for a new YMCA? How would perspective members perceive the convenience of Blackstone Park for a new YMCA?

Programming and Member Services

- What type of outdoor recreational activities at the CRA park should be considered for residents of Palmetto? These activities include, but not limited to
 - outdoor walking and running trails
 - outdoor fitness stations
 - water sports such as fishing and kayaking
 - outdoor sports such as tennis, baseball, and soccer
 - outdoor amphitheater
 - outdoor ropes courses
 - Frisbee golf
 - environmental education programs
 - outdoor water park for swimming with sprays and deck area for lounging and picnics
- Which configuration of facility features for a new YMCA will attract the highest number of membership units? If the new YMCA is developed in phases, which configuration of facility features needs to be included to ensure success? Features could include, but are not limited to, the following:
 - a first-class, comprehensive adult fitness center with a wide variety of cardiovascular and muscle-strengthening equipment that can be segmented according to the specific needs of members
 - first-class aerobics, dance, and gymnastics studios
 - an outdoor water park with sprays, patios, and a water playground
 - an indoor family pool with zero-degree, beach like entry for recreational swimming, lessons, and water aerobics
 - an indoor cool-water lap pool for lap swimming and swim teams
 - indoor walking and running track
 - indoor gymnasium for sports and recreational activities

- outdoor sports fields for soccer, T-ball, baseball, and football
 - outdoor sports courts for tennis and sand volleyball
 - activities for active older adults with fitness and recreational programs specifically designed for them
 - a licensed preschool that focuses on early childhood education for children age 6 months to 5
 - a fitness, recreation, and adventure center designed and programmed specifically for youth and teens with Youth Leadership and mentoring programs
 - facilities for summer day camps, from traditional camp with crafts and swimming, to theme-based camps like water sports and arts camps
 - creatively used spaces for activities that promote family recreation, such as aquatic playgrounds, climbing towers, high ropes courses and indoor skating rinks and ramps
 - amenities features such as sauna, whirlpool, and steam room
- What types of child care services should be offered for children? These could range from preschool to before- and after-school programs to summer camps with special themes
 - What types of programs should be offered for seniors? These could range from fitness programs specifically designed for older adults to interest clubs such as books and cards to travel groups.
 - What types of new and traditional community programs should be considered for residents of Palmetto, ranging from arts and crafts classes, social programs for seniors, and to continuing education programs for adults?

Marketplace and Pricing

- What are the demographic and psychographic profiles of prospective members for a new YMCA?
- What is the niche of a new YMCA within Palmetto CRA? How can it complement nearby existing YMCA facilities?
- What membership pricing policy would work best to attract households? Other than current YMCA membership rates, should new pricing policies such as branch-only rates and/or income-based rate structure be considered?

Partnership

- Other than the Palmetto CRA, what other opportunities for partnerships are present?

Potential partners might include

- local hospitals and medical centers
- local schools and universities
- other non-profit organizations

METHODOLOGY

We will answer these questions through both qualitative and quantitative research.

Qualitative Research

- Step 1 The Consultant will conduct secondary research to conceptualize the needs, determine the targeted survey boundaries, and audit providers of similar services. Previous research and plans for the Client will be reviewed.
- Step 2 The Client will designate a strategic planning team consisting of four to six members to work with the Consultant. This team will meet with the Consultant on four occasions:
- as host for focus groups with staff, board members and any potential partners (Step 3)
 - to review the proposed survey (Step 5)
 - to receive the study's initial findings (Step 8)
 - as host for the presentation of the final report (Step 9)
- Step 3 The Consultant will conduct focus group(s) with:
- key board members and senior staff of the YMCA
 - representatives of the Palmetto CRA and other community leaders who are interested in a new YMCA and revitalized parks system

Quantitative Research

- Step 4 The Consultant will develop the survey instrument based on focus groups, market audits, exploratory interviews and national trends identified by the Consultant. The Consultant will field-test the instrument for the appropriateness of the questions, the chronology and the language.
- Step 5 The Consultant will review the survey instrument with the strategic planning team word-by-word, issue-by-issue as needed. While the actual survey instrument

remains proprietary to the Consultant, the design of the survey will be unique to, and approved by, the Client.

- Step 6 The Consultant will conduct in-depth **telephone interviews** with a total of **600** randomly selected households that currently do not belong to a YMCA and live in the targeted survey area (**non-YMCA households**). Please note this is the number of interviews completed, not attempted. Listings will be purchased by the Consultant.

Quota systems are also in place to ensure the makeup of each sample mirrors that of the total population it represents.

Data Collection, Analysis, Interpretation and Presentation

- Step 7 The Consultant will collect, tabulate, and analyze all findings.
- Step 8 The Consultant will deliver the initial findings via conference call with the strategic planning team and discuss the presentation of the final report.
- Step 9 The Consultant will present the written final report in person. The report will answer the questions set forth in this proposal, including:
- the forecasted number of households that will join a new YMCA
 - anticipated revenue generated from annual memberships
 - specific recommendations for facility size, key features, programs, and services
 - specific suggestions for facility development, programming, and pricing strategies

This process will provide findings with a 95% confidence level and a statistical error of plus or minus 4.0%. It is critical to maintain such an error range, given the national average penetration of a full facility YMCA is between 4%-5% of the total number of households in the community.

Please note that the survey instrument is intellectual property owned by FourSquare Research and as such cannot be distributed outside the company under any circumstances. However, the YMCA has full ownership of the study findings and the final report and can choose to circulate it as desired.

WHY CHOOSE FOURSQUARE RESEARCH?

- ☐ **We're accurate** – We honor the laws of statistics, market research, and business planning. Because our methodology employs both quantitative and qualitative research, there is no guesswork involved.
- **We're professional and do all the work ourselves** – Our in-house staff completes all aspects of the study; we use no subcontractors or outsourced call centers, giving us total control over the entire process and ensuring the utmost quality.

- **We understand non-profits** – We have unparalleled expertise in working with non-profit organizations; our staff has over 50 years combined non-profit experience. We understand the unique challenges facing non-profits and are able to help interpret study results and provide specific recommendations on programming, pricing, facility size and key features required for optimal growth.
- **We’re reliable** – Our research findings and strategic recommendations have withstood the test of time. Our clients have invested over a billion dollars based on our recommendations: not one client has ever reported our findings in error.
- **We’re the most experienced** – Having conducted nearly 700 studies for YMCAs nationwide, we have more experience with this type of research than any other market research team in the nation.

SCHEDULE

Typically, this type of project takes two to three months to complete. It can start within 2-3 weeks of the approval. Please see the Appendix for a sample implementation timeline.

COSTS

The total cost for the study will be \$27,000, including all professional fees and out-of-pocket expenses. The cost reflects 10% discount for our long-time clients.

In addition to items outlined in the Scope of Work, the cost also includes the following:

- current and project population trends and households characteristics by census tract
- analysis of current membership distribution for nearby YMCAs
- necessary follow-up analysis and phone consultations after the final report is delivered
- ten (10) bound copies of the final report, as well as an Adobe Acrobat file of the report

In accordance with our payment procedure, 50% of the fee is due at the inception of the project. Another 25% of the fee is due upon delivery of initial findings. The remaining 25% of the professional fee will be billed in the final invoice. Payment is due upon receipt of invoice. A 1% per month finance charge is added to overdue accounts.

Approved: by

Manatee County Family YMCA

Date

By signing, this document will serve as the contract for both parties.

APPENDIX: SAMPLE IMPLEMENTATION TIMELINE

The following table shows the proposed timeline of each step as outlined in the proposal, starting the project early September, 2010.

Step	Tasks	Client Involvement	Data Needed from Client	Proposed Time	Fees & Expenses
1	Secondary research	Strategic Planning Team	Project Summary		
2	Schedule startup focus groups	Invite and schedule focus group with YMCA staff and board members and representatives of partners	None	2-3 weeks	50%
3	Official startup visit & focus groups (face-to-face meeting)	Strategic Planning Team and focus group participants	None	Early September	
4	Survey design	Provide program prices and other related details for survey design	Program prices	2-3 weeks	
5	Survey review and approval	Strategic Planning Team reviews and approves the survey questionnaire and survey area	None	Late September	
6	600 telephone interviews	None	None	2 weeks	
7	Data tally and analysis	None	None	1 week	
8	Initial findings via conference call	Strategic Planning Team	None	Mid October	25%
9	Final report (face-to-face meeting)	Strategic Planning Team, focus group participants, and other community leaders	None	Early November	25%