

Strategic Planning Group, Inc. (SPG)

April 24, 2017 **(Response Date: 5.11.17)**

Economic & Housing Study

Scope (pages 23- 27) of the SPG Proposal Comments:

Comparison of the SPG scope to the scope of services out line in the RFP- Part 1:
Economic impact pages 15 & 16.

Questions/ comments:

- Tasks H through R are not specifically identified in the SPG proposal
Tasks H through R were implied within our Strategic Economic Development Plan chart, Gantt chart and within the cost proposal. They were also discussed in our presentation to the selection committee.
- Are tasks H through R included in the scope?
YES, tasks H through R are part of the overall scope
- Are tasks H through R apart of the fee proposed?
YES, tasks H through R were included in the fee proposal
- Tasks H through R should be included in both the scope and fee of the SPG proposal
SPG acknowledges that tasks H through R are included in the scope and fee proposal
- Wellington sits nearly in the center of Palm Beach County and as such, the Village is subjected to a variety of exterior impacts, which affect our economy. Provide details that would link changes in the national and regional economies to our local demographics, real estate market and transportation issues that can or will impact business creation and investment within Wellington.
SPG, as part of our methodology, analyzes competitive issues and jurisdictions (including national, State, regional and competitive cities) that could impact the Village. These include demographics, real estate market and transportation issues that can or will impact business creation and investment within Wellington.
- Will SPG compare Wellington's schools, employment, income, demographics, etc. to the Village's position regionally?
YES
- Recommend a strategy with implementation measures for an economic program that is market responsive, specific, highly prioritized, realistic, and attainable. Include methods to leverage this strategy over the long term, while taking advantage of the near term opportunities.

YES, SPG will recommend strategies, with implementation measures for an economic program that is market responsive, specific, highly prioritized, realistic, and attainable over the long term. Our studies focus on a five year specific action plan and a more generalized five to ten year program.

- The Village Land Development Regulations (LDR's) are currently being re-written, provide effective and targeted development incentives. Economic development in Palm Beach County has become more competitive as the county approaches build-out. Public-private financing, incentives, and readily available public development funds all compete in this market, how can the Wellington develop opportunities and target our allocation of incentives to spur new investment and re-development, while maintaining a competitive position to other locales.
SPG, as part of its implementation program, provides recommendations as to targeted industries (3 digit NAICS), and identify competitive funding/incentive programs to assist in spurring new investment and redevelopment within the Village and to strengthen its competitive position to other regional local communities.
- Provide employment by occupation and employment by industry using NAICS Codes?
SPG will provide employment by occupation and employment by industry code using NAICS codes.
- Provide a forecast in growth and structural changes in employment/industry/business data by NAICS Code, include real estate market performance trends, and land availability.
SPG will provide a forecast in growth and structural change in employment/industry/business data by NAICS code including real estate market performance trends and land availability.
- How many full and part-time jobs does the Wellington equine industry create? How many additional jobs are created because of this industries demand for built goods and services? What other business activities are affected? What is the impact on personal income, retail sales, and tax collections?
As part of our study, SPG will estimate how many full and part-time jobs that are created by Wellington's equine industry. Our impact analysis includes direct, indirect and induced impacts including jobs. It will include impact on personal income, retail sales and tax collections to the City.
- Calculate the statistical effect and practical effect that (un)employment from the equestrian sector has on (un)employment in each of the industry sectors serving as economic drivers in Wellington(if any), including employment levels.

SPG will calculate the statistical effect and practical effect that (un)employment from the equestrian sector has on (un)employment in each of the industry sectors serving as economic drivers in Wellington (if any), including employment levels.

- Assuming an economic impact model will be utilized, will secondary data be utilized to analysis and verify economic impacts from the equestrian community on Wellington as a whole? Assuming an economic model is being utilized i.e. IMPLAN (impact analysis for planning) provide a breakdown of impacts; 1) direct impacts from an economic event or industry, 2) indirect impacts that result from business-to-business transactions and 3) induced impacts that result from consumer to business transactions.

SPG uses a variety of economic impact models, including IMPLAN, that measure direct, indirect and induced impacts.

- Provide a Competitive Advantage Model to identify and analysis the existing attributes of the Village along with the potential economic drivers that can attract private investment in housing and enable business growth.

SPG will identify and analyze the existing attributes of the Village along with potential drivers that can attract private investment in housing and enable business growth.

- What are the SPG public input programs for developing the economic strategy?
 - i. Will there be a steering committee?
SPG promotes the use of steering committees in its analysis of larger communities/counties. These are usually selected by the local economic development organization or economic development department. It is important that members are business oriented persons not political appointees. If the Village is in the position to create a steering committee we will welcome its input.
 - ii. Business community Interviews?
SPG will be conducting business community interviews and surveys
 - iii. Public workshops?
At the Village's direction, SPG usually has one to two public workshops (SWOT and Findings)
 - iv. Focus groups?
SPG, working with Village staff, would like to have three focus

groups: Equestrian Community (business related), Real Estate, and Business

Comment- the 2016-17 equestrian season is now completed and the majority of the equestrians will not return until January 2018. There will be a transition into the 17-18 seasons beginning in September/October, as horses return to Wellington.

Questions:

- In collecting data to support the economic impact of the equestrian industry in Wellington, what (if any) survey instruments will SPG be utilizing to verify the economic data obtained, i.e. follow up phone calls to non-responders.
SPG will work with Event promoters to identify vendors and participants who will be sent survey/phone interviews to obtain expenditure/employment data. Secondary data from other equestrian analysis will also be analyzed.
- How does SPG plan to gain the input of the Equestrians?
See previous response
- Does the fact that most Equestrians are currently not in Wellington affect the completion schedule?
NO
- The flow chart of page 23 of the SPG proposals outlines a process. Within this process, where is the independent verification of the economic information gained from the Equestrians?
It is contained in the Gantt Chart on page 24, Line 8.
- How will public input be gained?
In addition to business interviews, surveys and focus groups, public input will be gained in at least two public workshops (SWOT and Findings)
- This economic study is a major component to the Village's long range strategic plan. With this study carrying such importance are there any task missing?
NO

Housing:

Comment: Comparison of the SPG scope of services to the scope of the services out line in Part 2 of the RFP: Housing (pages 18, 19 & 20), the SPG proposal for the housing study parrots the RFP pages 18 & 19.

Questions:

- In the Village's RFP overview paragraph, there are four "should" statements. With the scope as proposed change "should" to "will"? Does the fee and schedule reflect this work effort?

SPG concurs that the four “should” statements be changed to “will”.

- In developing creative and focused property re-investment/re-development strategies, does the SPG proposal include housing inventory, vacancies and rentals, all by housing types? Are home and condo values provided for both existing and new construction by Sq.Ft. provided? Are rental rates in the form of a measurement provided?

YES, SPG’s analysis includes housing inventory, vacancies and rentals, all by housing types. Home and condo values will be provided for both existing and new construction by sq. ft. Rental rates will be provided.

- In analyzing Wellington’s housing demand, is population growth, family income, age group demands and housing type included in the SPG proposal?

YES, population growth, family income, age group demands and housing type are included in the SPG proposal.

- Include industry specific employment trends by occupations and wages to determine housing demand by type, location, and price points.

SPG will provide industry specific employment trends by occupations and wages to determine housing demand by type, location, and price points.

- Analyze potential older housing sustainability strategies, and the viability/cost effectiveness of rehabilitating these structures.

SPG will provide an analysis of older residential sustainability strategies which will include viability/costs effectiveness of rehabilitation.

- Determine what economic impact Midtown would have on the surrounding neighborhoods.

SPG will analyze the economic impact of Midtown on surrounding neighborhoods.

- Develop a summary of the surrounding municipalities, rental-housing inventory, cost patterns, prospective homebuyer demographics, and senior housing stock.

SPG’s housing study will provide a competitive analysis of surrounding communities based on rental-housing inventory, cost patterns, prospective homebuyer demographics, and senior housing stock.

- Provide redevelopment strategies that incorporate improving walkability/transit options.

The Study will analyze the Village’s walkability/transit options related to housing.

- Schedule: The SPG proposal estimates the Economic Study will be completed in 7 1/2 months and the Housing Study will be completed in 8 months. Assuming the notice to

Strategic Planning Group, Inc. Scope Clarification

proceed is June 1st would the study be complete by Feb 1st 2018? Is this realistic?

YES, a February 1st 2018 is realistic.

- This housing study is a major component to the Village's long range strategic plan. With this study carrying such importance are there any task missing?

NO

- Will this scope as outlined achieve the expectations noted in the RFP (page 20)?

YES

COST PROPOSAL: SPG has modified its cost proposal as follows:

Housing:	\$32,000
<u>Economic Impact:</u>	<u>\$71,000</u>
Total:	\$103,000