

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

Rev 1

New contract
 OTR
 CO
 SS
 BW
 Emergency
 Previous Contract/Project No. **EPP-RFP645**

Re-Bid
 Other

LIVING WAGE APPLIES: __ YES NO

Requisition No: **ROID1300170**

TERM OF CONTRACT: **12-month lease agreement with no OTRs**

Project Title: **Employee Fitness & Wellness Center Management Services**

Description: The County is soliciting proposals from experienced and qualified firms interested in managing and operating the downtown Employee Fitness and Wellness Center. Requirements involve the provision of comprehensive fitness services including, but not limited to, professional staffing and instructional services, fitness evaluations, health and wellness promotions, training and development of physical education programs, and member recruitment and retention services.

User Department: **Internal Services Department-Real Estate Development Division**

Issuing Department: **Internal Services Department-Procurement Management Division**

Contact Person: **Maria Carballeira** Phone: **305-375-4260**

Estimated Cost: **\$215,000 per year** Estimated Revenue to Be Generated: **N/A**

Funding Source: **Internal Services Funds (member fees)** REVENUE GENERATING: **NO**

ANALYSIS

Commodity/Service No: 94873 & 96208		SIC:	
Physical Fitness Programs Athletic Training Services			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here ___ if this is a New Contract/Purchase with no Previous History			
	EXISTING	2 ND YEAR	3 RD YEAR
Contractor:	TFC Partners, Inc. dba New Fitness Concepts		
Small Business Enterprise:			
Contract Value:			
Comments:			
Continued on another page (s): ____ Yes ____ No			

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: **Maria Carballeira**

Date Re-submitted to SBD: **September 16, 2013**

Date Returned to DPM: _____

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 DEPT. BUSINESS DEV.
 2013 SEP 16 PM 4:05

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Miami-Dade County, Florida

RFP No. 873

SCOPE OF SERVICES

2.1 Background

The County's Employee Fitness and Wellness Center located in downtown Miami was established in 2006 as a benefit for its employees. The 5,347 square foot facility is located on the ground floor of the Stephen P. Clark Center at 111 N. W. 1st Street, Miami, FL 33128 ("Government Center") and adjacent to other County-owned/operated buildings within the Government District. Membership to the Center is limited to County and downtown Court employees. The average level of membership is 1,000.

The Center provides ample workout space and basic fitness center services which include the use of free weights, cardiovascular and strength equipment, daily program activities, supervision in the use of equipment and personalized training. Convenient and secure locker rooms with shower facilities are available on-site. A complement of professional fitness staff facilitate, manage and monitor the operations of the Center. A Closed Captioned Television (CCTV) system assists with the Center's commitment to member safety. Dedicated classes in spinning, yoga, core strength, functional training and boot camp currently stimulate a recent expansion in programmed fitness services. The selected Proposer shall have the use of the Center space as shown on the attached layout/floor plan (**Attachment A**).

2.2. Objective

The selected Proposer's objective shall be to enhance the overall health and wellness of County employees with a variety of fitness programs that inspire life changing experiences. Programming shall be educational and dedicated to empowering members in the area of health and fitness by encouraging regular exercise, healthy eating habits and sufficient rest and relaxation. The Center shall be operated and managed in a safe, clean and welcoming manner, consistent with comparable fitness and wellness centers in the local marketplace, and serve as the model and catalyst to future expansion initiatives.

2.3 Qualifications

A. Minimum Qualification Requirements

The minimum qualification requirements for this Solicitation are:

Proposer's staff that will provide fitness, health and wellness services shall be certified by a National Commission for Certifying Agencies (NCCA) accredited organization **and** hold an active Cardiopulmonary Resuscitation Certificate (CPR), as of proposal due date.

B. Preferred Qualification

The preferred qualification for this Solicitation is:

Proposer should hold a minimum of three (3) years of experience in managing the operations of a corporate fitness and wellness program for governmental groups of 5,000 employees or more.

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2.4 Required Management and Operational Responsibilities:

The selected Proposer shall manage and operate the Center, providing for all resources and requirements necessary in the performance of the Services listed herein, as follows:

A. Staffing

1. Provide fully qualified and experienced staff members that will adhere to the highest professional standards of conduct when interacting with members. Staff members shall be present and available during the Center's hours of operations, and accessible to the County via telephone at reasonable times. The selected Proposer's staff shall be delegated sufficient authority to ensure the competent performance and fulfillment of the Center operations. Staff shall not engage in any outside business activities while on County property nor attempt to solicit business from members while on County property or away from County property.

2. Assure adequate supervision and number of staff members are on-site and actively engaged in consulting and advising members on the proper use of fitness equipment and the benefits of physical fitness during the Center's hours of operation. Selected Proposer shall arrange staff members' schedule to achieve quality fitness education, health, safety and wellbeing standards, while maximizing available resources.

3. Certified personal trainers shall be made available by the selected Proposer as a value added service to members. Personal trainers shall be wholly compensated by the member engaging their services and may develop individual exercise programs and fitness objectives to meet the members' health goals. Only members in good standing may use personal trainers on County facilities. Professional trainer services shall also be made available to the County, should departmental group wellness initiatives be considered, on an as needed basis.

4. Staff members shall wear distinctive uniforms (*e.g., collared knit shirts with firm's color, name/logo, and gym pants/shorts*) while performing the services requested herein and the during Center's hours of operation. The intent of having uniformed is for the ease distinguishing the Center's professional staff.

5. Require Center professional fitness staff members to pass a standard fitness test (*e.g., endurance, strength, agility, and flexibility*), on an annual basis, to ensure that staff is able to participate in all Center activities related to the various fitness and wellness programs. All professional fitness staff members shall be proficient in fitness evaluations and safe exercise practices.

6. Notify the County of changes in Center staffing, in advance, whenever possible. When non-planned changes transpire, the selected Proposer shall notify the County within 24 hours, in conjunction with a plan and timeline for the seamless replacement and transition of the employee(s).

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B. Operations of Worksite Fitness Center and Wellness Program Initiatives

1. Secure and comply with any and all permits/licenses necessary for the operation of the Center, as may be required by any and all government entities, agencies and/or authorities having lawful jurisdiction which may be applicable to the selected Proposer's operation of the Center as a fitness facility and health studio. This includes any registrations required by the selected Proposer's employees or independent contractors providing services. The selected Proposer shall post any bond which may be required under applicable law. Damages, penalties and or fines imposed on the County or the selected Proposer for failure to obtain required licenses and permits shall be borne by the selected Proposer.

2. Operate the Center five (5) days a week, Monday through Friday, continuously at a minimum, from 7:00 a.m. to 6:00 p.m., except for County, State and Federal holidays. The County reserves the right to negotiate the Center's hours of operation proposed by the selected Proposer. Any changes to the hours of operations initially approved by the County shall require the County's written authorization, prior to implementation.

3. Require every member, prospective member and/or guest to complete: 1) a Liability Waiver Form, and, (2) a Physical Activity and Readiness Questionnaire (PAR-Q), prior to obtaining membership, utilizing any of the physical exercise equipment, and participating in any aerobic fitness activities and/or fitness evaluation testing services offered at the Center. Under no circumstances shall an individual be permitted to use Center facilities without executing the Liability Waiver Form. Additionally, selected Proposer's professional Center staff shall review each PAR-Q completed and if warranted by the responses provided by interested participant to the PAR-Q, limit an individual's use of Center facilities and/or require written permission or guidance from a physician/ primary health care provider prior to granting such utilization privileges to the individual.

4. Institute procedural guidelines for the resolution of all complaints filed in connection with personal injury and property damage, accidents, thefts, unbecoming conduct of staff members and any other matters relating to Center operations in a prompt, transparent and courteous manner. The selected Proposer shall document and maintain sufficient records of all such incidents. Such records and documented outcomes shall be available for the County's inspection at any time and reviewed with the County's Project Manager/Wellness Coordinator, at each monthly meeting as established in Section 2.4, Letter C, Item No.4.

5. Establish and preserve a sanitary environment and sound operating conditions within the Center. Selected Proposer shall not allow vermin or other pests to exist and fester in the facility. The selected Proposer shall abide by the County's Integrated Pest Management guidelines for pest control, to be provided by the County. The cost of pest management services for the Center shall be borne by the County. Any losses or damages to the Center resulting from the

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negligent, intentional acts or omission of the selected Proposer or its employees shall be the sole responsibility of the selected Proposer. In such cases, the County reserves the right to make any necessary repairs to the facilities and pass the expenses of such repairs on to the selected Proposer. The County, at its sole discretion, may allow the selected Proposer to make the repairs with County approval.

6. Monitor the performance of janitorial personnel assigned to clean the Center through the County's facilities management services. Selected Proposer shall be proactive in addressing any issues related to the upkeep of the facility through open communications with the County's Building Management Office. The cost of janitorial services and supplies for the Center shall be borne by the County.

7. Place all trash in airtight containers and depositories, and within centrally located and easily accessible areas, as designated by the County. Selected Proposer shall make every effort to minimize odors emanating from trash bins and follow all directives provided by the County concerning trash removal.

8. Regularly maintain the existing professional quality fitness equipment (*aerobic and strengthening*) in safe and effective working condition, with gauges and indicators calibrated and serviced regularly. Maintenance shall be performed in accordance with manufacturer's recommendation. General cleaning of the equipment shall be performed every evening prior to closing of the Center, or as deemed necessary by the selected Proposer's staff. An equipment maintenance log shall be kept by the selected Proposer and shall be provided to the County's Project Manager at the monthly meetings and upon request. Upon commencing the operational management services of the Center, the selected Proposer shall conduct an assessment of all existing equipment to determine its condition. The selected Proposer may propose an equipment replacement and upgrade plan to the County's Project Manager for review and consideration, if warranted. Thereafter, the selected Proposer shall prepare an annual equipment inventory and assessment report, which estimates the usable lifecycle of each piece of equipment and replacement plan recommendations to the County.

9. Conduct an inspection of the entire Center on a quarterly basis. Selected Proposer shall also actively monitor exterior and interior surfaces of the facility for the presence of mold, including but not limited to, observed instances of water damage, condensation, seepage, leaks, or any other water penetration (*from internal or external sources*). Selected Proposer shall be attentive and screen for any complaints of respiratory ailments or eye irritation by employees and users of the Center. Any adverse and unsafe conditions, to include mold presence, shall be immediately reported to the County's Project Manager in writing. The selected Proposer shall also notify the County of any governmental agency communications addressing complaints on indoor air quality received.

10. Provide the sanitizing and hygiene consumable products necessary in the operations of the Center. Sanitizers shall be used for the purpose of cleaning exercise equipment. Hygiene products such as body wash, shampoo,

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conditioner, hand wash products, etc. shall be maintained in sufficient supply for use in the locker rooms and shower stalls. The function of purchasing and stocking the supplies shall be the sole responsibility of the selected Proposer.

11. Procure snacks, beverages, fitness/wellness products and additional fitness services to be offered and sold at the Center by the selected Proposer. Fitness products (*gym/fitness-related gear – i.e. gloves, t-shirts, etc.*), snacks and beverages (*power bars, shakes, etc.*), and additional services (*personal training, massage therapy and other individualized wellness services*), shall be presented in a fully-accessible manner for the benefit of all members. Selected Proposer may only offer a State of Florida licensed massage therapist as a value added service to members and the County.

12. Provide music entertainment throughout the operational hours of the Center, via satellite radio subscription service. The equipment required to broadcast satellite radio service will be provided by the County.

13. Provide for all consumable office equipment and supplies that the selected Proposer determines as necessary and required in the management and operations of the Center (*e.g., paper and toner for personal computer printer, general office supplies, etc.*). Selected Proposer is also responsible for providing bottled drinking water services.

14. Make no alterations or additions to the Center without the prior written consent of the County's Project Manager/Wellness Coordinator.

C. Therapeutic and Wellness Initiatives and Member Recruitment/Retention Services

1. Develop a program of daily scheduled wellness and fitness activities to be offered at the Center. Program schedule should resemble below sample:

Monday - Friday

Morning:	one class	7:00 am to 8:00 am
Mid-day:	two classes	noon – 12:45 pm & 1:00 pm to 1:45 pm
Evenings:	two classes	4:45 pm – 5:45 pm & 5:45 pm – 6:45 pm

Note: Proposer should assume approximately 140 to 145 days of programmed activities per year, based upon a calculation of 5 days x 52 weeks, less 13 County holidays, with occasional early closure of SPCC building relating to natural emergencies, special events, etc.

2. Ensure programmed activities meet the needs and interests of members and attract the participation of prospective members and employees. The selected Proposer shall also ensure that activities include open house events, facility tours, new member orientation and equipment overview, basic fitness consultations (*i.e., Blood Pressure, Resting Heart Rate, Body Mass Index, Weight and Flexibility*), educational seminars and workshops, and seasonal competitions and certificates of achievements. The implementation of any program shall include, at

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the selected Proposer's expense, a strategy and tracking mechanism to accurately measure member attendance and participation for each activity, along with the capability to generate useful data reports. The data will be utilized to measure the Center's performance goals and outcomes.

3. Prepare and distribute both electronic and hardcopy member survey annually. The selected Proposer should also have the ability to capture suggestions and recommendations from all County employees. Feedback shall be compiled and analyzed by the selected Proposer for presentation to the County's Project Manager/Wellness Coordinator. Analysis will be used for the purpose of planning strategic implementation initiatives that promote, market, and ultimately attract employees to become new members and participate in Center services, while actively retaining and engaging existing ones.

4. Provide content for the County's weekly employee newsletter with the purpose of encouraging employee participation in fitness and wellness services, educating readers on health-related topics and showcasing upcoming events, competitions and program activities.

5. Participate in monthly meetings with the County's Project Manager/Wellness Coordinator to discuss the schedule of activities, services, utilization, initiatives, etc. Selected Proposer shall be prepared to offer suggestions, solutions and ideas on fitness and wellness related matters to the County.

6. Market, coordinate, and participate in various fitness and wellness related special events and community activities that the County may choose to participate in to raise physical fitness awareness (e.g., Mercedes Benz Corporate Run, County's Health Fairs, etc.).

7. Develop innovative ideas (e.g., streaming onsite fitness classes to alternate locations via the County's website portal, if capability exists, offering wellness and fitness courses on a rotating basis at alternate County locations, etc.) that will engage County employees at remote locations to participate in some form in the County's fitness and wellness initiatives.

8. Create and distribute outreach materials to advocate the Center's fitness and wellness services and the resulting health benefits available to employees who participate. The selected Proposer shall be solely responsible for the production and graphic design necessary in the assembly of all marketing materials (e.g. flyers, newsletters, brochures, special event banners, etc.) that are necessary for promotions. The County's Project Manager's/Wellness Coordinator shall provide approval prior to dissemination of information and materials.

9. Partner with the County to design, create and update the Center's web presence (Website) and social networking initiatives hosted on the County's intranet. Upon request, the selected Proposer shall provide the County with wellness-related appropriate content for inclusion in either the Center's website

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or any other website that the County may designate as a wellness initiative available to County employees and/or the Miami-Dade Community.

10. Promote and/or cross-market related fitness and wellness services and/or goods (e.g., physician's office, food service, pharmacy, etc.) for the mutual benefit of the County and its affiliates.

D. Program Monitoring, Quality Control and Data Management

1. Provide organizational structure, managerial support and commitment to leadership which facilitates the operations of the Center and the evolution of the County's organizational wellness initiatives. The County shall have the right, without limitation, to monitor and test the quality of services provided by the selected Proposer, including, but not limited to, review of personnel administration, customer service functions, acquisition and contracting processes, and the effectiveness of cash-handling procedures, through the use of secret shopping, closed circuit TV review, and other reasonable means.

2. Manage all membership functions including, but not limited to, initial registration, electronic database management, member access card issuance and control, tracking and/or collections of fees, including membership fees collected via payroll deduction and other forms of payment collection, and issuance of guest passes as follows:

- a) Acquire, install, and administer a full-service fitness center management software system necessary to operate the Center and track wellness initiatives and outcomes. Selected Proposer shall include the installation of a digital subscriber line (DSL) in order to provide fast internet connectivity should the selected Proposer's systems not be compatible with the County's established protocols and firewalls.
- b) Manage and track membership database to include member check-in and attendance tracking, programmed fitness class participation, activities participation, and personalized training and wellness related service requests. Selected Proposer shall provide for online, web-based registration capabilities to facilitate member participation and tracking options. Members should easily be able to schedule fitness and wellness related services online such as massage therapy, personal training, etc. Gathered information shall be used for the purpose of generating statistical reports that may support the need for enhanced fitness and wellness initiatives. Selected Proposer shall provide ad-hoc reports to the County, as deemed necessary by the County, upon request.
- c) Review membership reports on a consistent basis to monitor membership base, analyze trends and formulate necessary adjustments to membership policies, activities programming, and outreach opportunities, etc. The selected Proposer shall consult with the County's Project

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Manager/Wellness Coordinator when initiating the collection, consolidation and storage of data. Selected Proposer's management system shall be secure to preserve accuracy, consistency and confidentiality of member information, which may include medical information that resides with selected Proposer.

- d) Provide for flexible payment options, and implement the necessary controls for short-term members who elect to pay membership fees and/or other services via credit card or personal check instead of payroll-deduction. These flex-pay options shall also be available through an online service (e.g. web based payment site).
- e) Interface with, and manage the access of, the control system installed by the County for the purpose of regulating Center entry and access.
- f) Conduct quarterly reconciliation of members' listing to address any discrepancies between the selected Proposer's membership management software and the County's payroll system.

3. Install a Point of Sale (POS) System that shall allow for the charging of fitness and wellness related services, in addition to membership fees. The software required to manage sales and membership payments shall be the sole responsibility of the Selected Proposer. The hardware computer equipment necessary for usage in these functions will be provided and maintained by the County. The POS System shall be used as a tool by the selected Proposer to determine percentage of total gross receipts for sales in accordance with Section 2.3, Letter B, Item No. 11.

2.5 Financials

A. Management Fee

The County will pay to the selected Proposer an Annual Management Fee for all professional service components as listed in Section 2.0, Scope of Services, including operational, administrative, overhead and incidental costs.

B. Percentage of Total Monthly Gross Receipts

To the extent that additional revenue (*other than member fees*) is derived from the operations of the Center and/or organizational wellness initiatives, the selected Proposer shall pay to the County, a percentage of their monthly gross receipts from such additional revenue. The selected Proposer shall submit to County on or before the 20th day following the end of each month 1) a statement detailing gross revenue, expenses, and net revenue for each revenue stream; and 2) payment due to the County's for additional revenue derived from gross receipts. The revenue statement must be accompanied by the supporting documentation necessary to substantiate and/or audit the statement. The statement referred to

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herein shall be in such form and style and include such details and analyses, as the County may reasonably determine as necessary and required.

“Total Monthly Gross Receipts” signifies all revenues and receipts resulting from all Center sales transactions and/or organizational wellness initiatives including, without limitation, sale of goods, snacks and beverages, merchandise, personal training and special activities fees, massage therapy sessions, clinical service charges, guest fees (if any), and specific individualized fitness evaluation and departmental group services and initiatives. Total Monthly Gross Receipts shall not include the following: (i) sales, excises, and other taxes now or hereafter imposed upon the sale or value of goods or services, (ii) the amount of any cash or credit refund made upon any sale of any products or services claimed to be defective or unsatisfactory; iii) sales of fixtures and manufacturers for credit.

2.6 Additional Services and Expansion of Fitness and Wellness Program Services

The County recognizes the importance of addressing and providing “fitness and wellness programs and health initiative” to its entire employee population (over 26,000 strong). The County’s challenge stands at only having one designated fitness and wellness center located in the downtown area, while our workforce is geographically dispersed throughout the County. Therefore, within the existing resource limitations, the County is interested in exploring opportunities to set up delivery of fitness and wellness-related services at easily accessible alternate County facilities and locations. As such, and at the County’s sole discretion, the selected Proposer may be tasked with exploring new opportunities for expanding services and/or activities at other County facilities, in addition to the downtown facility described herein. Should the County identify a viable remote location(s) where wellness services and/or related fitness activities may be offered, the selected Proposer may be tasked with: 1) developing, scheduling and conducting remote and/or rotational fitness and wellness program activities, 2) leading a feasibility study and market research for the propose of determining alternative solutions to meet ongoing fitness and wellness employee needs, and 3) recommendations for implementing and designing additional workplace wellness areas. The scope for such expansion services shall be negotiated on a case by case basis.

2.7 County Responsibilities

The County will:

1. Purchase all professional exercise equipment and related materials necessary to operate the facility, after consultations with the selected Proposer. The County may consider alternative acquisition options, at the County’s sole discretion. The County may also fund capital improvements projects necessary to update and/or repair the existing facility, as agreed to between the selected Proposer and the County, at the County’s sole discretion. Each fiscal year, the County’s Project Manager/Wellness Coordinator and the selected Proposer shall meet and prepare a mutually agreed to

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budget for the purpose of effectuating purchases and capital improvement projects necessary within the Center.

2. Reimburse selected Proposer for the costs of servicing the exercise equipment performed by outside contractors, in accordance with manufacturer's recommendation and upon submission of invoice with supporting documentation.

3. Provide water, sewer and electricity utility services to the Center. The selected Proposer will also have access to general security services provided at the Stephen P. Clark Center, however a security guard will not be stationed at the Center.

4. Provide facilities maintenance services to the facility, including the common areas, lobbies, restrooms, structural elements, improvements and building systems serving the Center *(except to the extent that the need for repair is caused by the act or omission of selected Proposer or its employees)*.

5. Provide for janitorial services and supplies to the Center through an independent janitorial contractor.

Walters, Vivian (RER)

From: Carballeira, Maria D. (ISD)
Sent: Monday, September 16, 2013 1:54 PM
To: Walters, Vivian (RER)
Subject: Measures Determination - RFP 873 (Employee Fitness Center & Wellness Program Mgmt. Services)
Attachments: Future Draft Solicitation 9.13.13.pdf; Input Doc-Project Measure Worksheet Resubmit 9.16.13.pdf

Good Afternoon Vivian:

In accordance with our brief conversation regarding the appropriateness of utilizing Comm. Code 91875 (Management Consulting Services) for the subject future project and its corresponding services, please be advised that I agree with your preliminary review. I conducted further research on the management consulting services commodity code and found that the great majority of the firms certified under this code identified themselves as offering transportation strategies, certified public accounting services, architectural and engineering discipline, and property management solutions, which ultimately have **no** correlation to the fitness and wellness mgmt. services being sought by the County. It is therefore my recommendation that **Comm. Code 96208 (Athletic Training Services) replace** previously offered Comm. Code 91875 (Management Consulting Services) to better align services and foster competition amongst firms that can actually render the services the County will solicit in the near future.

I have updated the Input Document with newly recommended information and hereby resubmit for your review, consideration and recommendation.

Let me know if you have any questions or concerns.

Thanks,

Maria Carballeira, CPPB
Procurement Contracting Officer
Internal Services Department – Procurement Management Division
111 N. W. 1 Street, Suite 1300
Miami, FL 33128
305-375-4260 Phone
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From: Carballeira, Maria D. (ISD)
Sent: Friday, September 13, 2013 4:23 PM
To: Walters, Vivian (RER)
Subject: Measures Determination - RFP 873 (Employee Fitness Center & Wellness Program Mgmt. Services)

Good Afternoon Vivian:

I hope this email finds you well. Attached for your review and determination on the appropriate measures to be applied, please find the Scope of Services for the future competitive project. A copy of the input doc/project measures worksheet is also included.

The approximate cost for the initial five (5) year term is \$1,075,000, which will be funded entirely by employee funds. A one-time 5-year OTR will bring the cumulative value of the project to \$2,150,000. The future competitive award will replace existing Contract No. EPP-RFP645, which has been in place since January 5, 2009.

In my humble opinion, a selection factor appears to be the most appropriate measure recommendation, however please advise if you determine otherwise.

Feel free to let me know if you need any further information or clarifications.

Kind Regards,

Maria Carballeira, CPPB
Procurement Contracting Officer
Internal Services Department – Procurement Management Division
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