



AGENDA
CARVER HEIGHTS/MONTCLAIR AREA COMMUNITY REDEVELOPMENT AGENCY
COMMISSION CHAMBERS, CITY HALL
MONDAY, DECEMBER 12, 2016 5:00 PM

1. CALL TO ORDER

INVOCATION

PLEDGE TO THE FLAG OF THE UNITED STATES OF AMERICA

2. APPROVE MINUTES:

A. Regular meeting held September 12, 2016

3. PRESENTATION / DISCUSSION:

A. Neighborhood Resource Center

4. ADJOURN

**MINUTES OF THE CARVER HEIGHTS/MONTCLAIR AREA
COMMUNITY REDEVELOPMENT AGENCY
MONDAY, SEPTEMBER 12, 2016**

The Carver Heights/Montclair Area Community Redevelopment Agency held a regular meeting Monday, September 12, 2016. Chairperson Hurley called the meeting to order at 5:01 p.m. with the following members present:

Commissioner John Christian
Commissioner Abraham Conner
Commissioner Elise Dennison
Commissioner John L. Johnson
Chairperson Jay Hurley

Commissioner Dan Robuck was absent, Commissioner John Johnson arrived at 5:03 p.m. and Commissioner Bob Bone arrived at 5:34 p.m. Others present were City Manager (CM) Al Minner, City Clerk (CC) J. Andi Purvis, City Attorney (CA) Fred Morrison, the news media, and others.

Commissioner Conner gave the invocation followed by the Pledge of Allegiance to the Flag of the United States of America.

**APPROVED MINUTES OF CARVER HEIGHTS/MONTCLAIR CRA MEETING
HELD JUNE 27, 2016**

Commissioner Christian moved to approve the minutes of the meeting held June 27, 2016 and Commissioner Dennison seconded the motion.

The roll call vote was:

Commissioner Christian	Yes
Commissioner Dennison	Yes
Commissioner Conner	Yes
Chairperson Hurley	Yes

Four yeas, no nays, the Commission approved the minutes.

ADOPTED RESOLUTION 71 AMENDED FISCAL YEAR 2015-16 BUDGET

Commissioner Christian introduced the resolution to be read by title only. CC Purvis read the resolution by title only, as follows:

RESOLUTION OF THE CARVER HEIGHTS / MONTCLAIR AREA
COMMUNITY REDEVELOPMENT AGENCY OF LEESBURG,
FLORIDA, APPROVING THE AMENDED FISCAL YEAR 2015-16
BUDGET; APPROPRIATING CERTAIN FUNDS TO SPECIFIC
REDEVELOPMENT PROJECTS; AND PROVIDING AN EFFECTIVE
DATE.

Commissioner Dennison moved to adopt the resolution and Commissioner Christian seconded the motion.

MINUTES OF THE CARVER HEIGHTS/MONTCLAIR AREA COMMUNITY REDEVELOPMENT AGENCY MONDAY, SEPTEMBER 12, 2016

Chairperson Hurley requested comments from the Commission and the audience. There were none.

The roll call vote was:

Commissioner Dennison	Yes
Commissioner Conner	Yes
Commissioner Christian	Yes
Chairperson Hurley	Yes

Four yeas, no nays, the Commission adopted the resolution.

ADOPTED RESOLUTION 72 APPROVING THE FISCAL YEAR 2016-17 BUDGET

Commissioner Christian introduced the resolution to be read by title only. CC Purvis read the resolution by title only, as follows:

RESOLUTION OF THE CARVER HEIGHTS / MONTCLAIR AREA COMMUNITY REDEVELOPMENT AGENCY OF LEESBURG, FLORIDA, APPROVING THE FISCAL YEAR 2016-17 BUDGET; APPROPRIATING CERTAIN FUNDS TO SPECIFIC REDEVELOPMENT PROJECTS; AND PROVIDING AN EFFECTIVE DATE.

Commissioner Dennison moved to adopt the resolution and Commissioner Christian seconded the motion.

Chairperson Hurley requested comments from the Commission and the audience. There were none.

The roll call vote was:

Commissioner Conner	Yes
Commissioner Christian	Yes
Commissioner Johnson	Yes
Commissioner Dennison	Yes
Chairperson Hurley	Yes

Five yeas, no nays, the Commission adopted the resolution.

**PRESENTATION:
NEIGHBORHOOD RESOURCE CENTER – Preliminary Conceptual Plans**
(please see attached plan)

CRA Manager (CRAM) Ken Thomas stated today is to review the preliminary conceptual plans of the Neighborhood Resource Center for the community. He introduced John Baer and Jeremy Warden with CPH and Mark Starcher with Evergreen Construction.

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John Baer, with CPH, stated they are really excited about this plan, they met with some of the neighbors last month to talk about some of the providers, got a feel for what the needs were, and put this plan together hoping to hit all the concerns. Flexibility was a big deal and a number of spaces were added that could meet accommodations of different type meetings and all types of groups; a training room for about 30 people, a large gathering area that could accommodate another 100, and a computer lab with 12 stations with some monitoring to keep control are just a few. The building is a very simplistic design of 9,100 square feet with a café facility, conference rooms and some city staff offices. Also talked about was an industrial kitchen facility and for a number of reasons they have elected to keep that as a separate building because of the energy of the operation; however, both buildings will be built on one site.

Jeremy Warden, with CPH, stated they have laid out the plans for potential future growth development of the site. Parking would be phased as not all is needed for this structure right away, so would only construct the amount of parking required for the resource center. The separate kitchen facility could be brought a little closer to the resource center depending on how the uses correlate, if going to use the kitchen more for the meeting area. The main idea concept right now is to show there is an overall flow and try to keep in mind that there are future potentials, so trying to be mindful of that with the Stormwater and the overall vehicular flows.

Mark Starcher, with Evergreen Construction, stated basically there is a very simple time line, looking at probably early January to have a design complete, have it in for permitting, and have a guarantee maximum price on the project and about a seven-month time line for construction.

Commissioner Dennison questioned if cooking in a separate building that does not have a clear entry into let's say the café, is a covering between the buildings planned. She thinks according to this it looks like it needs to be moved a little bit closer.

John Baer agrees it should be closer and stated this is just a preliminary site plan. There will be separate deliveries and that building will probably be catering to a lot of locations, so basically it is going to have some vehicles driving around it for pickup and delivery, but yes, it should be brought in closer to be in walking distance.

Commissioner Dennison stated it was her understanding that the kitchen was going to take care of the building and asked if this is being built for catering services or something else.

John Baer stated the program was not going that route, it could serve the building, but he thinks a majority of what is going to happen in that kitchen is going to be a catering service.

CRAM Thomas stated the kitchen primarily would be for the facility itself, but we will have the ability to rent out this space to others to utilize, so it could generate some revenue for the city.

Commissioner Dennison asked who is going to manage it and CRAM Thomas replied right now he will.

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Commissioner Christian asked if eventually an RFP would go out for bid to give someone the opportunity to manage. CRAM Thomas answered yes.

Commissioner Christian asked if outside groups wanted to cater and did not have a commercial kitchen, could they utilize this kitchen.

CRAM Thomas replied yes. The kitchen essentially is for catering at the center, but if a private person working at home doing catering, which you really are not supposed to do, but they would have the ability to rent the kitchen space for that particular day.

Commissioner Christian remembers years ago they were talking about doing a kitchen downtown with USDA and thinks it was \$100,000. He asked if we applied for that grant.

CRAM Thomas stated part of his responsibility is to go after the USDA funding to pay for equipment, but USDA will not fund until a shell is built; either the shell of the café or the shell of the kitchen.

Commissioner Dennison asked when this went to a separate building as she thought we were just talking about a resource center.

Commissioner Christian thinks it was the architect.

CRAM Thomas stated there was a kitchen inside the center, but the architect and contractors, as professionals made some convincing arguments that with all the different components that an office environment mixed in with a kitchen, for catering, would not be the best connection between the two parties.

Chairperson Hurley stated he would really like to hear those compelling arguments to convince him why it should be a separate building.

John Baer stated the majority of this building is an office environment and when you add on an industrial kitchen kind of a concept it changes. It is a very small building and you do not want to be able to smell everything cooking in the kitchen and it is going to be really hard to control the odors and also the amount of ventilation that is required to make the kitchen function versus the rest of the building. The kitchen facility should be set aside because of traffic, because of deliveries, because of just the amount of noise that is going to happen in that space as well.

Commissioner Dennison agrees with that, but questions whether or not we should be putting an industrial kitchen in there. This resource center was not meant for someone to have a catering service, it was meant to help the community with training and jobs.

CRAM Thomas stated the kitchen is a job generator; we are utilizing that kitchen facility so people can learn how to be caterers in the community and also to obtain their food handlers license. Part of the resource center is to help people in whatever industry they decide to promote and a kitchen facility will help create jobs in our community.

Mark Starcher stated there is no way to get both the café and an additional catering kitchen in a 9,000 square foot print project. There are a lot of reasons to do it separately

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and it could potentially be done in phases to make this approach work. The main thing is to get the neighborhood resource center designed and they have tried to separate that design in a way that gets it to the budget needed and allows it to move that part forward.

Commissioner Conner inquired as to storage space, stating he does not see that listed on the drawing. He also asked if the total square footage includes the kitchen.

John Baer stated this is just a very basic preliminary plan and agrees there is going to have to be some spaces allocated for storage. The kitchen is not included in this and is another additional 1,600 square feet.

Chairperson Hurley stated pretty much the building here as the resource center is going to swallow up the current budget allocated and then we will be looking at a whole another jump for the kitchen.

Mark Starcher stated they have not put any conceptual numbers to it, but based on what the market is now they are going to tie up every bit of the allocated budget to what is here and then going to have to work very hard just to keep this neighborhood resource center the main part of it within that budget.

CM Minner stated to review those numbers, the total budget allocated was 1.7 million dollars, which included professional service fees, impact fees, and all that. Construction of the building, rough house number is 1.2 million for the main building, the 9,100 square feet, plus his guess is anywhere between a quarter and half a million for the kitchen addition.

Commissioner Dennison asked if the West Leesburg CRA has that money.

CM Minner replied yes; will have to potentially spread out the loan a little more, to balance it out. Right now our plan was to go a 10-year note on the 1.2-million-dollar project and our short fall was a million dollars on a 1.7-million-dollar total project. We estimated around \$69,000 for operating costs and estimated just about under \$90,000 for the debt payment at 10-years; so about \$150,000 that is about the CRA budget and then there are some other miscellaneous type of small projects, \$10,000 in grants or special projects. The CRA budget at this level does start to absorb roughly 90% of the CRA budget for the next 10 years, but remember the life of the CRA is 30 years so that is probably a good trade off. If you go the extra step here and phase in the kitchen, then we are looking at somewhere between another \$250,000 to \$500,000 to get this done. Then to do that at the 10 year note, he thinks it becomes tight because then we have to start cutting operating expenses and does not know if that is a strategy we want to do. The other side of the equation is to lengthen out that term and if we start to lengthen out that term then it is feasible, but then talking two thirds or maybe even the full 30 years of that CRA.

Commissioner Dennison thinks the most important thing to do is to get the resource center up and running and then consider the oh wow we have to have or we would like to have. There is a lot of money being spent right now in this city and she thinks we have got to be careful.

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CM Minner stated that was taken under consideration and as far as a staff level, what we are advising is that we think you can get it done, but we have also informed you that there is going to be some tradeoffs to do it at that level and the other thing discussed tonight was the phasing plan.

Commissioner Christian thinks we are already paying for the consultant to design it, so thinks we let him design both buildings and if we have to do it in phases, at least we already have the design and do not have to wait another year for the kitchen design. The professionals are here, they can design it and get it back to us by January so we do not delay the construction schedule.

John Baer proposed a suggestion to go ahead and put a guarantee maximum price and complete the design on Phase 1, the 9,100 square foot neighborhood resource center building and then at the same time they can give an alternate or additional cost to do the kitchen separately, together, or both.

Commissioner Johnson asked if there is a similar model of this anywhere close with the outside kitchen facility so they can get an idea of what it is like.

CRAM Thomas stated he believes there is one at the Hal Marston center in Orlando, but the kitchen is part of the community center. This is different because normally your centers are just a community center with open meeting spaces for different activities, not like this with an office environment.

Chairperson Hurley stated he whole heartedly supports this and the commission as a whole knows and understands we need it and are definitely behind it. His issue is we have the ability in this 9,100 square feet to do eight different things at the same time, three different offices assigned for service providers alone, multiple conference rooms, a breakroom, a café and then going to have a kitchen with additional bathrooms. His confusion is that he attends a church that is 10,000 square feet, with an auditorium that seats 250, fellowship hall feeding 75, a kitchen, Sunday School classrooms, a youth center and they figured out how to put that in a 100 x 100 building. He does not know where we would ever have a meeting room for 100 people, because we do not even have a 100 that we can get in the commission room. He thinks there is a way to figure out how to get this, but would like to see another option with the kitchen attached maybe down off the café, so we do not need another set of restrooms.

Commissioner Johnson asked if the commission had this discussion before now.

Commissioner Christian stated this has been talked about since 2015, but this is the first time the commission has received a drawing; this is the first conceptual plan received.

CRAM Thomas stated this is what the community has requested and what we are trying to do is place everything that the community wanted in the plan, but of course you know we cannot as there is not enough money. This actually has been going on for almost a decade and we have gotten to the point now where we paid off the debt and this is the next big project. Also, Lake County has already allocated \$700,000 towards this project as well, so we have gotten some more seed money to help. This project is very important

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to the community and our professionals have tried to do their best and this is what we have.

Chairperson Hurley stated he is on board and thinks everyone has done a great job. His questions were just to help him understand why and what we are doing.

Commissioner Christian stated this will allow the neighborhood meetings to move out of the churches to a more neutral community setting.

ROLL CALL:

The Commissioners had nothing further to discuss.

ADJOURN:

Commissioner Christian moved to adjourn the meeting. The meeting adjourned at 5:28 p.m.

Chairperson

ATTEST:

J. Andi Purvis
Secretary / City Clerk / Recorder



AGENDA MEMORANDUM

Item No: 3A.
Meeting Date: December 12, 2016
From: Al Minner, City Manager
Subject: Neighborhood Resource Center

Recommendation:

Approve design concept, budget allocation and proceed to final design, permitting and construction.

Analysis:

Please see attached the newest revision of the Resource Center. These modifications are based on direction received from the CRA Board meeting held in October. It is the aim of staff to receive approval on these design elements and then move towards final design, permitting and construction.

Ø **COST ESTIMATE AND FUNDING ALLOCATION** - Based on the newest design, the building's total estimated budget is \$2,057,503 (\$196.81 per Sq. Ft.):

ITEM	BUDGET ESTIMATE
Base Building	\$1,478,003
Permitting	26,500
Design Fees	138,000
Sitework	250,000
Contingency	50,000
SUBTOTAL	\$1,942,503
Furnishings	\$115,000
TOTAL ESTIMATE - PHASE I	\$2,057,503

The project can be easily with budget parameters by allocating the following revenue sources to the project.

REVENUE SOURCE	AMOUNT
Federal Grant (Entitlement Funds - 2 Year Cycle)	\$700,000
Unused Reserve from Kristen Court	309,946
Remaining 2008 Proceeds	236,541
New Debt Issue	811,016
TOTAL ESTIMATE - PHASE I	\$2,057,503

Ø **PHASING THE PROJECT** – In addition to the costs provided above, staff is recommending that the project be phased. Phase I of the project does not include buildout of the Café and Kitchen. The estimated cost for those items are \$240,000 and \$375,000 respectively (Total Café/Kitchen Building \$615,000).

At this time, it is the Housing Department’s intent to seek \$200,000 in USDA funding for expenses associated with Café/Kitchen buildout. However, application for these funds cannot be made until there is an existing structure. Upon completion of the building, grant funds will be sought. Should funding be received, there would be a funding shortfall of approximately \$415,000. This “budget gap” can be filled a number of ways such as (1) increasing the CRA loan amount (The original budget assumed a \$1,000,000 loan and the current budget is approximately \$200,000 below that amount. The CRA has the ability to increase the borrowed amount.); (2) General Fund Cash; (3) and/or, (3) Enterprise Fund contributions.

Ø **BUILDING USAGE/REDUCED SIZE** – The revised design removes approximately 1,000 square feet and incorporates the Café/Kitchen in the main building. In order to demonstrate immediate usage, space has been designated for the CDC, Nu Life and Kids Central. Total area is now just under 9,000 square feet. Based on design approval by the CRA Board, Staff will commence lease negotiations with the aforementioned non-profit groups, with the aim that Kids Central plays a large role in helping to managing the facility and outreach programs.

Ø **SITE PLAN** - Modified the site plan to make better display of the building along C.T. 468 and “flipped” the floor plan to provide for better ambiance for the Café/Court Yard along Pruitt Street.

Ø **BUSINESS PLAN** – See attached business plan.

Submission Date and Time: 12/8/2016 2:24 PM

Department: _____ Prepared by: _____ Attachments: Yes___ No ___ Advertised: ___ Not Required ___ Dates: _____ Attorney Review : Yes___ No ___ _____ Revised 6/10/04	Reviewed by: Dept. Head _____ Finance Dept. _____ Deputy C.M. _____ Submitted by: City Manager _____	Account No. _____ Project No. _____ WF No. _____ Budget _____ Available _____
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Leesburg NRC Magnitude of Cost V3 112316.xlsx



For: City of Leesburg
 Project: Neighborhood Resource Center
 Location: Leesburg, Fl.
 Date: November 23, 2016
 Estimate Version 3 - Schematic
 Drawing Version - 10/28/16

DIV	DESCRIPTION	QUANT	UNIT	UNIT COST		MATERIAL	LABOR	SUB	TOTAL
				MATERIAL	LABOR				
1	Soft Costs / General Conditions								
	Supervision	26	WK		1,900		49,400		49,400
	Project Manager	26	WK		950		24,700		24,700
	Vehicle Expense	6	MO	750				4,500	4,500
	Port-O-Let	6	MO	150		900			900
	Job Trailer	6	MO	350		2,100			2,100
	Storage Container	6	MO	300		1,800			1,800
	Fence Rental		LS					3,000	3,000
	Phone/Computer	6	MO	500		3,000			3,000
	Temp Power	6	MO	250		1,500			1,500
	Temp Water	6	MO	50		300			300
	Equipment Rental	6	MO	500		3,000			3,000
	Small Tools	6	MO	150		900			900
	Weekly Cleanup	26	WK	10	100	260		2,600	2,860
	Final Cleanup	9870	SF	0.5		4,935			4,935
	Dumpster	25	EA	350		8,750			8,750
	Testing Lab		LS					10,000	10,000
	Layout		LS					2,500	2,500
	Plans		LS					2,000	2,000
	Mobilization							2,000	2,000
	Project Signs		LS					500	500

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Punchlist		LS		1,500	1,500
Permitting		LS			NIC
Builders Risk		LS			NIC
Design Fees		LS			NIC
Civil		LS			NIC
Impact Fees		LS			NIC
Barracades, etc		LS			
Irrigation		LS			
				Sub Total	130,145
2	Site Work				
Site Work Allowance		LS			See Below
				Sub Total	0
3	Concrete				
Concrete	8980	SF	8.5	76,330	76,330
Terrace Pavers	681	SF	6.5	4,427	4,427
Termites	8980	SF	0.1	898	898
				Sub Total	81,655
4	Masonry				
Exterior Masonry	8127	BL	12	97,524	97,524
Interior Masonry Parition Wall	1100	BL	12	13,200	13,200
Interior Masonry Fire Wall	7711	BL	13	100,243	100,243
				Sub Total	210,967
5	Metals				
Simpson Hardware		LS		5,000	5,000
				Sub Total	5,000
6	Wood and Plastics				
Cabinets		LS		18,000	18,000

Leesburg NRC Magnitude of Cost V3 112316.xlsx

Computer Stations	12	EA	2500			30,000	30,000
Framing Materials		LS			11,674		11,674
Folding Partition Support		LS				7,500	7,500
Roof Framing	8980	SF	7.25			65,105	65,105
Wood Trusses	8980	SF	2.5			3,743	3,743
Trim Carpentry		LS			1,566	2,500	4,066
Sub Total							140,088

7 Thermal & Moisture Protection

Roofing	10000	SF	2.5			25,000	25,000
Gutters & Downspouts		LS				3,500	3,500
Soffit		LS				4,000	4,000
Roof Insulation	10000	SF	0.85			8,500	8,500
Wall Insulation							in drywall
Sub Total							41,000

8 Doors & Windows

Exterior Doors	2	EA	1800	150	3,600	300	3,900
Interior Doors	28	EA	1100	150	30,800	4,200	39,200
Storefront Doors	3	EA	2500			7,500	7,500
Interior Glass	700	SF	45			31,500	31,500
Exterior Storefront	370	SF	55			20,350	20,350
Sub Total							102,450

9 Finishes

Stucco	6928	SF	8.5			58,888	58,888
DW on Exterior Walls	6928	SF	3.5			24,248	24,248
Interior Walls	2550	SF	4.5			11,475	11,475
Fire Walls							in masonry
Ceilings	6991	SF	3			20,973	20,973
Full Kitchen Ceiling							See Alternate
Restroom Tile	580	SF	8.5			4,930	4,930

Leesburg NRC Magnitude of Cost V3 112316.xlsx

Full Kitchen Floor Tile					See Alternate
Café Flooring					See Alternate
Flooring Allowance	6991	SF	4.5	31,460	31,460
Interior Paint	22722	SF	0.85	19,314	19,314
Exterior Paint	6928	SF	1.25	8,660	8,660
				Sub Total	179,947

10 **Specialties**

Toilet Accessories		LS		6,500	6,500
Toilet Partitions		LS		8,000	8,000
Folding Partition	280	SF	110	30,800	30,800
Window Treatments		LS			NIC
Closet Shelving		LS		2,500	2,500
				Sub Total	47,800

10 **Equipment**

Kitchen Equipment					See alternate
Café Kitchen Equipment					See alternate
Café/Deli Cases					See alternate
Laundry Equipment					See alternate
Office Furniture					See alternate
Conference Tables					See alternate
Tables and Chairs					See alternate
Café Furnishings					See alternate
				Sub Total	0

15 **Mechanical**

Fire Protection	8980	SF	2.25	20,205	20,205
Plumbing		LS		75,000	75,000
Full Kitchen Plumbing		LS		50,000	50,000
Café Kitchen Plumbing		LS		25,000	25,000

Leesburg NRC Magnitude of Cost V3 112316.xlsx

Grease Trap		LS		15,000	15,000
Cafe Kitchen Hood					See Alternates
Full Kitchen Hood					See Alternates
HVAC	38	TN	2500	95,000	95,000
Full Kitchen HVAC					See Alternates
Café HVAC					See Alternates
				Sub Total	280,205

16 **Electrical**

Electrical Service		LS		20,000	20,000
Full Kitchen Electrical					See Alternates
Café Kitchen Electrical					See Alternates
Electrical		LS		89,800	89,800
				Sub Total	109,800

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Subtotal			75,085	78,600	1,175,372
Sales Tax	6.5		4,881		4,881
Labor Burden	44			34,584	34,584
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Subtotal					1,368,521
Insurance	10				13,685
Overhead/Profit	7				95,796
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					1,478,003
Permitting					26,500
Design Fees					138,000
Sitework					250,000
Contingency					50,000
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GRAND TOTAL					\$1,942,503

Cost Per Foot under Air \$196.81

Leesburg NRC Magnitude of Cost V3 112316.xlsx

Add Alternates

Full Kitchen Complete including MEP	ADD	\$375,000
Café Complete	ADD	\$240,000
Furniture Allowance	ADD	\$115,000

Budget Revisions History

Original Cost Discussion Amount	\$1,699,500
Schematic #1	\$1,749,010
Schematic #2	\$2,067,296
Schematic #2, Alternate 1	\$2,288,060

Dec
2016

Leesburg Neighborhood Resource Center Business Plan



Prepared by: Ken Thomas
Housing & Redevelopment Department

Leesburg Neighborhood Resource Center Business Plan



I. Executive Summary

The proposed project consists of constructing a Neighborhood Resource Center in the Carver Heights/Montclair Redevelopment Area. The neighborhood resource center is uniquely designed to address the needs of the community. Residents have been actively involved in the planning of programs and services at the Center. With their input and a caring team, the City of Leesburg Housing & Redevelopment Department will make quality services available to all residents. The Center will partner with non-profit organizations, government agencies, churches and civic groups that work together to provide a family-friendly and accessible place to offer services and activities to families in the neighborhood. The Center will be designed to target the needs, issues and concerns of the community.

II. What is a Neighborhood Resource Center?

A Neighborhood Resource Center is defined as a facility that offers a variety of services and resources to help individuals and families to become more self-sufficient, that leads to a complete and satisfying life. The following services and resources are typically provided, but is not limited to the following:

- Job Readiness Program
- Job Training Formats
- Life Skills Education
- Computer and Related Technology
- Adult/Child Mentoring Programs
- Neighborhood Ambassador Program

Leesburg Neighborhood Resource Center Business Plan

- Family Counseling
- Academic Enrichment Activities
- Youth Community Service Programs
- Basic Needs Program
- Entrepreneurship Programs
- Senior Programs
- Senior meal center
- Community meeting space
- Venue for public celebrations (banquets, dances, graduation parties etc.)

III. Mission Statement

The mission of the Neighborhood Resource Center will be to connect residents with resources that can assist with their health, housing and other essential needs. The Center will maximize and leverage the strengths and resources of our community to enhance the quality of life for all citizens, individuals and families.

IV. Vision Statement

The community envisions the center serving as a multi-purpose facility that will be open for residents, entrepreneurs, and the continued education of our youth. The center will include meeting rooms, computer training space, kitchen café, book depository, resource offices, and a central meeting hall that will serve to increase the education and employability skills of our center users.

V. Strategies

Some strategies that will be used to implement our mission will be as follows:

- Conduct an assessment of area skills and needs;
- Create partnerships that will provide services;
- Create job opportunities for center users;
- Recruitment and placement of center users

VI. THE PROJECT

Phase 1 – Construction of Neighborhood Resource Center

The City of Leesburg will be constructing a new Neighborhood Resource Center located at Pruitt Street and County Road 468, which is adjacent to Rimes Elementary School. The project will consist of 8,980 square feet, four (4) resource offices, computer lab with twelve (12) stations,

Leesburg Neighborhood Resource Center Business Plan

large meeting space, classroom, a café and a proposed kitchen facility that will be completed in the 2nd phase.

Development costs include design, construction, site improvements, office equipment and furnishings. A detailed listing of those expenses are presented in the following chart.

VII. NEIGHBORHOOD RESOURCE CENTER CONSTRUCTION COST

EXPENSES	TOTAL COST
Soft Costs/General Conditions	\$130,145
Concrete	\$ 81,655
Masonry	\$ 210,967
Metals	\$ 5,000
Wood and Plastics	\$140,088
Thermal & Moisture Protection	\$ 41,000
Doors & Windows	\$102,450
Finishes	\$179,947
Specialties	\$ 47,800
Mechanical	\$280,205
Electric	\$109,800
Sales Tax	\$4,881
Labor Burden	\$34,584
Insurance	\$13,685
Overhead/Profit	\$95,796
Permitting	\$26,500
Design Fees	\$138,000
Sitework	\$250,000
Contingency	\$50,000
SubTotal	\$1,942,503
Furniture Allowance	\$115,000
Full Kitchen Buildout	\$375,000
Full Café Buildout	\$240,000
GRAND TOTAL	\$2,672,503

Leesburg Neighborhood Resource Center Business Plan

VIII. Budget and Financial Projections

Neighborhood Resource Center Cash Flow Analysis- Financial Projections Years One – Three

Budget Assumptions

Income

Rental Income:

Gross square footage	8,980	Sq. Ft.			
Net leasable	47%	4,249	Sq. Ft. Maximum		
Type of space (achieved rents)		# of spaces	Size Sq. Ft.	Sq. Ft. Tot.	Rent Tot.
Premium Office	@\$1/yr	3	N/A	1,131	\$ 3.00
Café	@\$5/sqft/yr	1	1,200	1,200	\$ 6,000.00
Meeting space	@\$30 & \$40per hr	2	462' & 1,456'	1,918'	\$ 3,360.00
Sub-Total		6	3,118	\$9,363.00	
Potential Rental Income		Year 1	Year 2	Year 3	
Absorption rates		33%	66%	93%	
Rent Role		\$ 3,089.79	\$ 6,179.58	\$8,707.59	
Rent escalation (annual)		0%	0%	TBD	
Potential Tax Increment Finance (TIF) Revenue		Year 1	Year 2	Year 3	
		\$50,000	\$50,000	\$50,000	
Other Income		\$20,000	\$20,000	\$20,000	

Other Income

Shared Utility Service Fees	Utilities expenses (electric, natural gas and fiber optic connections) are included in the rent charge. Other individual services such as Local & Long Distance telephone service, Internet Connection, and Web Site Hosting, will be the responsibility of the tenants.
Fees for Service	Fees charged by Resource Center Staff for various business and technical support services rendered may include: <i>copies, typing, printing etc.</i>
Affiliates' Fees	Fees charged to non-tenants who utilize some Resource Center services and infrastructure may include: TBD

IX. ANNUAL OPERATIONAL EXPENSES

NEIGHBORHOOD RESOURCE CENTER OPERATING BUDGET

Annual operating expenses for the Neighborhood Resource Center are comprised of the following primary categories:

- Staffing – Program Coordinator and Part-Time Administrative Assistant
- General operations – utilities, communications, supplies, R and M, advertising, printing, security monitoring, lawn maintenance and insurance.

Leesburg Neighborhood Resource Center Business Plan

- Debt service – construction loan repayment.
- Café maintenance – supplies, inspections and maintenance.

The following chart summarizes the Neighborhood Resource Center Operating Budget

General Operating

Contract Service	\$ 25,000
Communication	\$ 1,000
Utilities	\$ 20,000
Insurance	\$ 8,000
Repair/Maintenance	\$ 1,500
Minor Furniture & Equip	\$ 2,000
<u>Operating Supplies</u>	<u>\$ 2,000</u>
Operations Sub-Total	\$ 59,500
Debt Service (At \$1,000,000)	<u>\$ 90,000</u>
TOTAL FIRST YEAR OPERATING COST	\$ 149,500
TOTAL CRA ANNUAL REVENUE	\$ 203,904
RESOURCE CENTER PERCENT OF CRA BUDGET	73%

X. FUNDING SOURCES AND USES

As we have addressed the facility location, operational and construction costs, the plan will identify the funding sources and uses for construction. The construction project will be supported through funding from the Carver Heights/Montclair Community Redevelopment Agency (CHCRA), Lake County Community Development Block Grant (CDBG), City of Leesburg General funds and supplemented with funds from a USDA Rural Business Enterprise Grant

CAPITAL REVENUE SOURCES

Lake County Housing Services Community Development Block Grant Program works to provide public facilities and services to communities, to create jobs, ensure decent affordable housing

Leesburg Neighborhood Resource Center Business Plan

and expand business opportunities. A threshold criteria benefiting primarily low to moderate income households could be met by West Leesburg statistics. Based on meetings with Lake County Housing Staff and community meetings with residents, the most appropriate application category would be that of a public facility.

USDA Rural Development Enterprise Grant funds are offered to public entities to cover renovation cost of projects to benefit small and emerging businesses in rural areas. Additional grant fund uses may include acquisition or development of land, construction, conversion, renovation of buildings, purchase of machinery, and equipment. Funding will be used to build out the kitchen facility.

Carver Heights CRA (CHCRA) Tax Increment Financing (TIF) revenues are an eligible source to fund the neighborhood resource center development. The CHCRA projected revenue stream from its TIF is projected to be \$93,000, but this amount will grow as new construction occurs within its boundaries.

Capital Revenues	Total Cost
CHCRA (TIF)	\$1,000,000
CDGC – Entitlement Funding	\$700,000
Reserve from Kristen Court	\$309,946
2008 Issue Proceeds	\$236,541
USDA Grant*	\$200,000
Revenue Total	\$2,446,487

*café/kitchen buildout

Leesburg Neighborhood Resource Center Business Plan

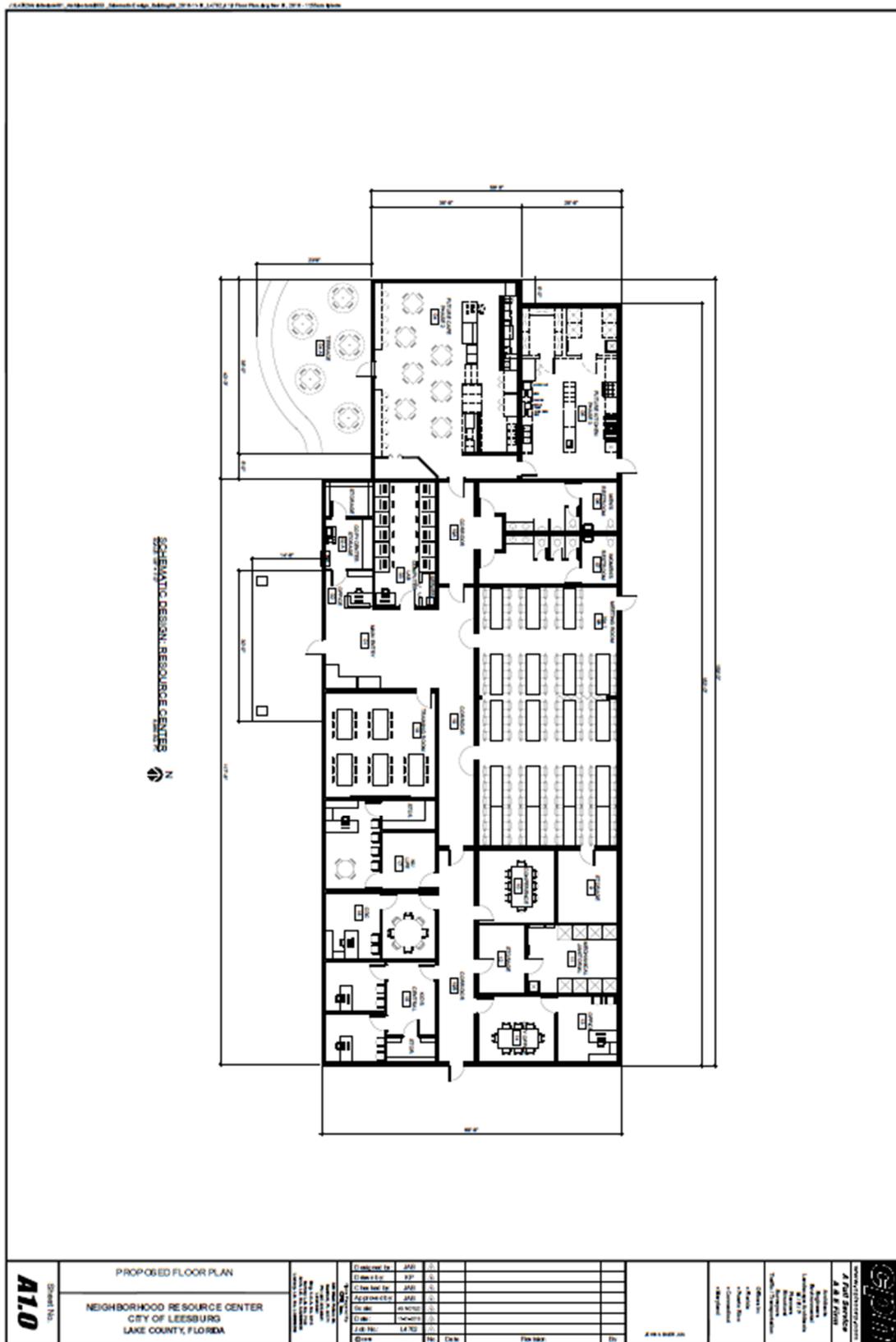
XI. OPERATIONAL REVENUE SOURCES

As it relates to probable sources of operating revenues, we did not include private fund-raising as an on-going source of revenue. However, it could be added later during the Resource Center operations, but Staff recommends relying upon a more regular and traditional occurrence of revenues as listed below:

Housing & Redevelopment General Fund – will be a source for annual operating expenses.

Space Rental Income and Event Fees – Based upon research performed in conjunction with comparison of other similar facilities, it is also reasonable to expect a certain amount of revenue to come from renting space in the facility. Occasions such as weddings, birthday parties could be expected to provide some event fee income. Large public events such as community fund-raisers could be charged a limited fee to help offset utility usages. The revenues have the potential to grow with marketing to target groups such as governmental and private entities.

Leesburg Neighborhood Resource Center Business Plan



Al Minner, City Manager

The City of Leesburg created the Carver Heights/ Montclair Area Community Redevelopment Agency (CHCRA) on December 10, 2001 (Ordinance 01-61). The trust fund is effective for 15 years expiring on September 30, 2016 pursuant to Section 163.512 Florida Statutes. The trust generates the majority of its annual income from tax increment revenues. The base year was established in 2001 with an assessed taxable value of \$57,980,259. The purpose of creating the CRA was to identify and address blighted conditions and to enable the City to establish a mechanism to finance redevelopment projects through Tax Increment Financing (TIF). The boundaries of the CHCRA are generally County Road 468 to the east, the West Fork Road to the west, the Leesburg city limits to the north, and Center Street/ Montclair Road to the south.

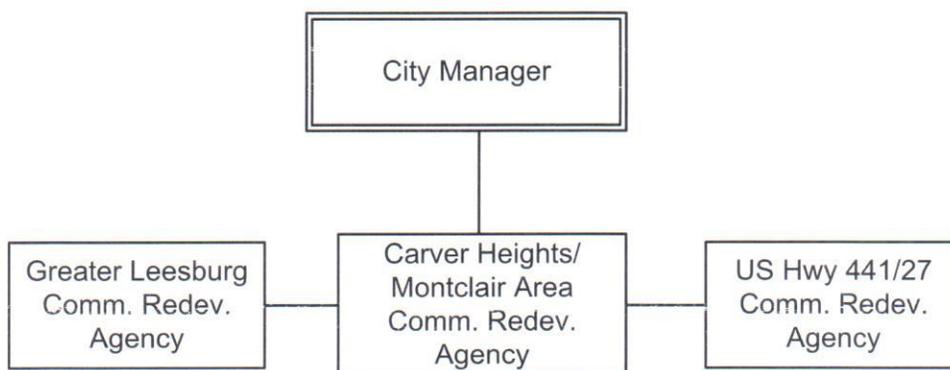
The Carver Heights/ Montclair Area CRA was expanded in July 2015 by 327 acres and 83 properties. In addition the CHCRA was extended by 30 years to 2045. The base year for the properties that were added is 2015. The base year for the original properties remained at 2001.

The Carver Heights Redevelopment Plan identified the following five (5) most crucial projects:

- Develop Senior Housing
- Develop infrastructure and pedestrian support (sidewalk) facilities
- Develop a comprehensive recreation program and facilities
- Commercial and single home development
- Develop gateways into the community

The Carver Heights/ Montclair Area Community Redevelopment Agency works with assistance from the Community Development Corporation. All projects/fund disbursements must be in accordance with the Carver Heights Redevelopment Plan and approved by the CRA.

Organization Chart:



Description

**Total
Department
Budget**

\$ 203,904

Values & Goals

Value: Excellence in All We Do

Goals:

- ◆ Facilitate Infill Lot Program to encourage single family home development
- ◆ Improve the housing conditions in the Carver Heights CRA
- ◆ Provide for more recreational amenities for residents in the area
- ◆ Construct a Community Outreach Center in the Carver Heights/Montclair community

Value: Open, Accessible Government

Goals:

- ◆ Coordinate with CRA advisory boards for redevelopment projects
- ◆ Hold meetings to discuss needs, concerns and issues affecting the Carver Heights/Montclair Community
- ◆ Provide information to CRA community on redevelopment project/programs

Value: Fiscal Responsibility

Goals:

- ◆ Develop partnerships for redevelopment of residential and commercial properties
- ◆ Market Carver CRA for public and private investment
- ◆ Obtain additional funding to reduce total project cost to CRA

Major Accomplishments:

- CHCRA boundaries were expanded;
- CHCRA timeframe was extended for 30 years (2046);
- CHCRA Redevelopment Plan was adopted;
- Six dilapidated homes were demolished in the CRA;
- Conducted successful clean-up efforts in partnership with the National Relief Network Organization and Lake County Solid Waste;
- Assisted West Leesburg Community Development Corporation with organized neighborhood meetings
- Acquired a single family residential unit and vacant land for the purpose of providing recreation activities at Berry Park

Performance Measures:

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Land Acquired (lots/homes/units)	8	2	4
Community Meetings	5	14	14
West Leesburg CDC Board Meetings	4	5	7
Community Cleanup projects	5	2	2
Charets (Visionary planning sessions)	1	3	1
Workshops/ Conferences	12	3	3

Revenue Sources and Appropriations

Carver Heights/ Montclair Area CRA Fund

	ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	PROPOSED 2016-17
REVENUE SOURCES				
Taxes	75,683	75,691	68,223	84,309
Intergovernmental Revenue	327,572	416,111	96,281	119,595
Miscellaneous Revenues	(3,726)	1,926	0	0
Other Sources	0	0	149,465	0
TOTAL REVENUE SOURCES	399,529	493,728	313,969	203,904

Revenue Sources and Appropriations & Revenue Detail

APPROPRIATIONS				
Operations	792,747	624,488	313,969	172,904
Neighborhood Center	0	0	0	31,000
TOTAL APPROPRIATIONS	792,747	624,488	313,969	203,904

Revenue Detail

	ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	PROPOSED 2016-17
TAXES				
33101 Current Property Taxes	75,683	75,691	68,223	84,309
TOTAL TAXES	75,683	75,691	68,223	84,309
INTERGOVERNMENTAL REVENUES				
33156 Federal Grant - C.D.B.G.	20,674	310,406	0	0
33159 Sub Recipient	213,813	0	0	0
33731 Lake County/Redevelopment	93,085	105,705	96,281	119,595
TOTAL INTERGOVERNMENTAL	327,572	416,111	96,281	119,595
MISCELLANEOUS REVENUES				
36110 Interest on Investments	(508)	1,737	0	0
36130 Gain/Loss Investments	(3,228)	189	0	0
36210 Rental Property Income	10	0	0	0
TOTAL MISCELLANEOUS REVENUES	(3,726)	1,926	0	0
OTHER SOURCES				
38111 From Gen. Fund/ Operating Exp	0	0	0	0
38113 From NSP Housing Fund	0	0	49,465	0
38891 Fund Balance Appropriated	0	0	100,000	0
TOTAL OTHER SOURCES	0	0	149,465	0
TOTAL RESOURCES	399,529	493,728	313,969	203,904

Carver Heights/
Montclair Area
CRA Fund

Appropriations Detail

Account # 017-6190-559

Operations

Appropriations
Detail

	ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	PROPOSED 2016-17
PERSONAL SERVICES				
1210 Regular Salaries & Wages	0	219	0	0
2110 FICA	0	16	0	0
221x Retirement	0	11	0	0
23xx Insurance	0	45	0	0
2410 Workers' Compensation	0	17	0	0
262x Other Payroll Benefits	0	0	0	0
TOTAL PERSONAL SERVICES	0	308	0	0
OPERATING EXPENSES				
31xx Professional Services	24,548	22,680	150	500
3410 Contract Services	4,713	13,083	0	0
4010 Travel	0	0	500	500
4110 Communication	0	0	0	0
4210 Postage	29	7	50	50
4310 Utilities	544	1,064	2,375	2,375
4410 Rentals	0	349	0	0
4510 Insurance	2,500	2,626	2,500	2,626
4620 Repairs & Maintenance/Building	2,448	0	0	0
4631 Repairs & Maint/Internal IS Maint	950	0	0	0
4710 Printing & Binding	200	0	75	75
4810 Promotional Activities	0	0	500	500
4911 Advertising-Other Ads	1,452	0	0	0
4920 Other Current Charges	175	175	175	175
5180 Minor Furniture & Equipment	0	0	0	0
5210 Operating Supplies	713	41	200	0
5410 Publications & Memberships	0	0	195	695
5520 Training	0	0	350	1,250
TOTAL OPERATING EXPENSES	38,272	40,025	7,070	8,746
CAPITAL OUTLAY				
6110 Land Costs	10,225	0	0	0
6210 Buildings	470,268	100,122	0	0
6310 Improvements other than Bldgs	5,093	58,692	0	15,000
6410 Machinery & Equipment	49,093	0	0	0
TOTAL CAPITAL OUTLAY	534,679	158,814	0	15,000
DEBT SERVICE				
7117 2008 Rev Note Principle	175,387	183,204	293,598	0
7217 2008 Rev Note Interest	28,435	20,789	12,801	0
71xx 2016 Debt	0	0	0	45,000
731x Fees	0	0	500	500
TOTAL DEBT SERVICE	203,822	203,993	306,899	45,500
GRANTS AND AIDS				
8210 Local Contributions	0	2,649	0	0
8213 Housing Rehab Program	15,483	6,085	0	0
TOTAL GRANTS & AIDS	15,483	8,734	0	0
OTHER USES				
9114 Transfer to Stormwater	491	212,614	0	0
9910 Reserve for Future	0	0	0	103,658
TOTAL OTHER USES	491	212,614	0	103,658
TOTAL APPROPRIATIONS	792,747	624,488	313,969	172,904

Appropriations Summary

	ADOPTED 2015-16	PROPOSED 2016-17	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	7,070	8,746	1,676	23.71%
Capital Outlay	0	15,000	15,000	100.00%
Debt Service	306,899	45,500	(261,399)	-85.17%
Other Uses	0	102,968	102,968	100.00%
TOTALS	313,969	172,214	(141,755)	-45.15%

Significant Budget Changes:

The change in Operating Expenses is due to an increase in Publications & Memberships and Training. The reduction in Debt Service is attributable to paying off the 2009 Revenue note in FY 15-16. The increase in the Other Uses category is due to a Reserve amount being budgeted for FY 16-17.

Carver Heights/
Montclair Area
CRA Fund

Operations

Appropriations
Summary

Carver Heights /
Montclair Area
CRA Fund

Appropriations Detail

Account # 017-6192-559

Neighborhood
Center

Appropriations
Detail

	ACTUAL 2013-14	ACTUAL 2014-15	ADOPTED 2015-16	PROPOSED 2016-17
<u>OPERATING EXPENSES</u>				
3410 Contract Services	0	0	0	12,500
4110 Communication	0	0	0	500
4310 Utilities	0	0	0	10,000
4510 Insurance	0	0	0	4,000
4625 Repairs & Maintenance/Non Builc	0	0	0	750
5180 Minor Furniture & Equipment	0	0	0	1,000
5210 Operating Supplies	0	0	0	2,250
TOTAL OPERATING EXPENSES	0	0	0	31,000
TOTAL APPROPRIATIONS	0	0	0	31,000

Appropriations Summary

	ADOPTED 2015-16	PROPOSED 2016-17	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	31,000	31,000	100.00%
TOTALS	0	31,000	31,000	100.00%

Significant Budget Changes:

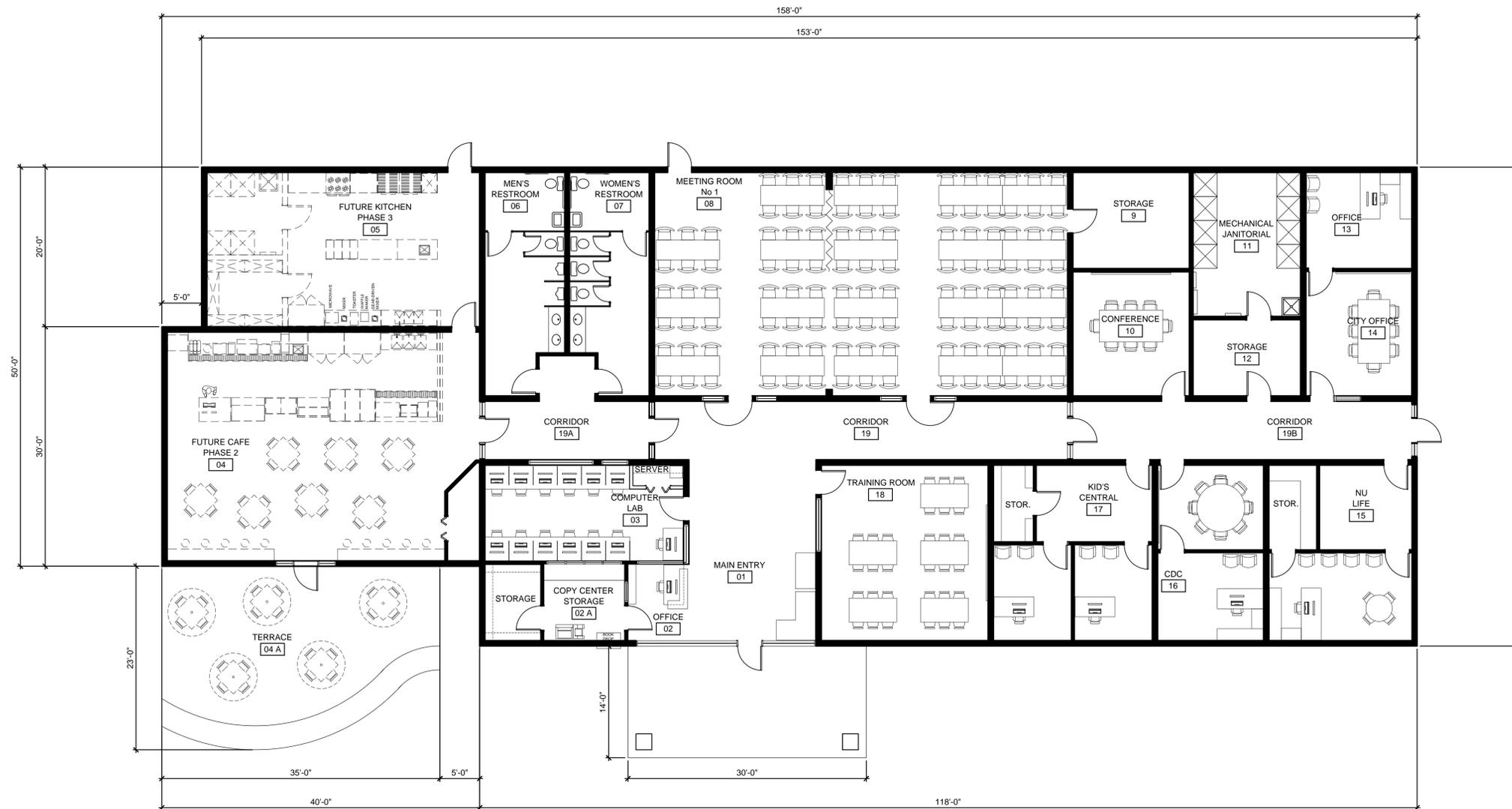
This division was created in the FY 16-17 budget for expenses associated with the new West Leesburg Neighborhood Center.

Carver Heights /
Montclair Area
CRA Fund

Neighborhood
Center

Appropriations
Summary

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SCHEMATIC DESIGN: RESOURCE CENTER  N
SCALE: 1/8" = 1'-0" 8,980 SQ. FT.



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JAB	KP	JAB	JAB	AS NOTED	12-01-2016	L4702				

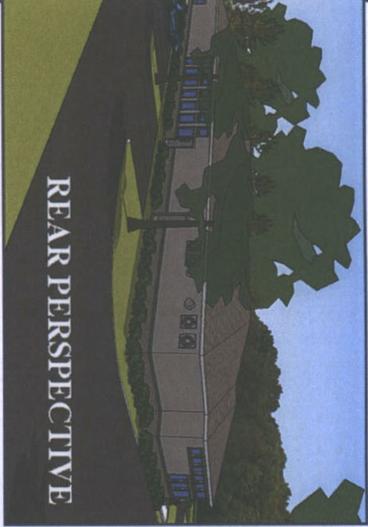
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PROPOSED FLOOR PLAN

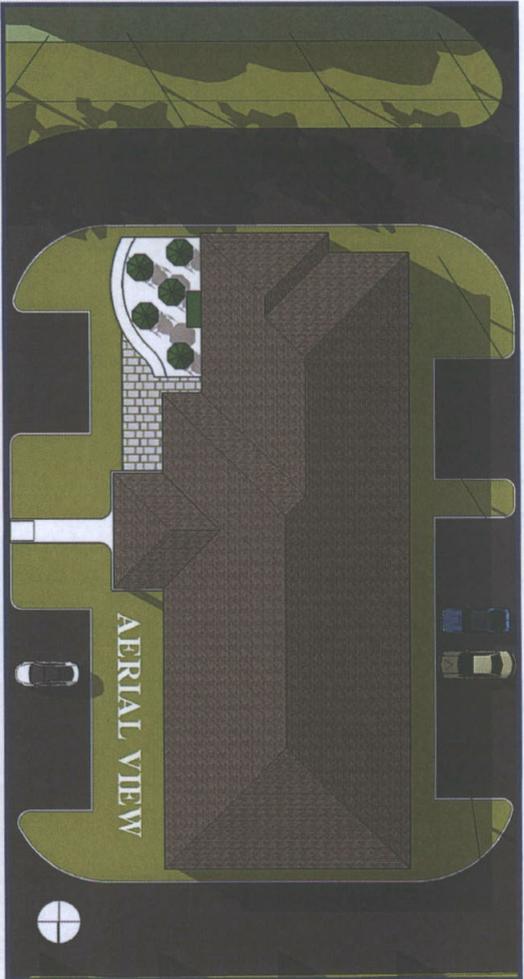
NEIGHBORHOOD RESOURCE CENTER
CITY OF LEESBURG
LAKE COUNTY, FLORIDA

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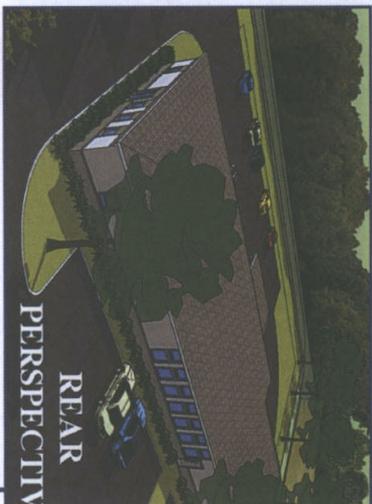
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REAR PERSPECTIVE



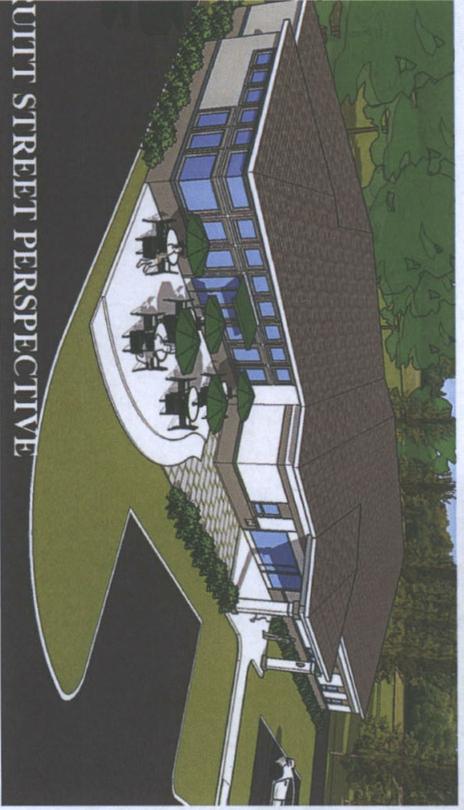
AERIAL VIEW



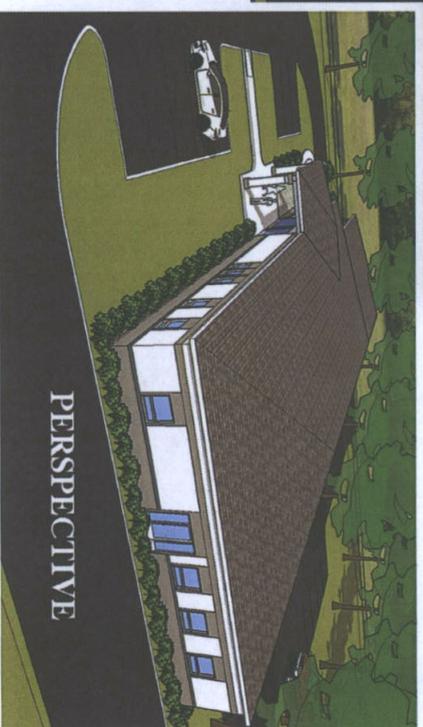
REAR PERSPECTIVE



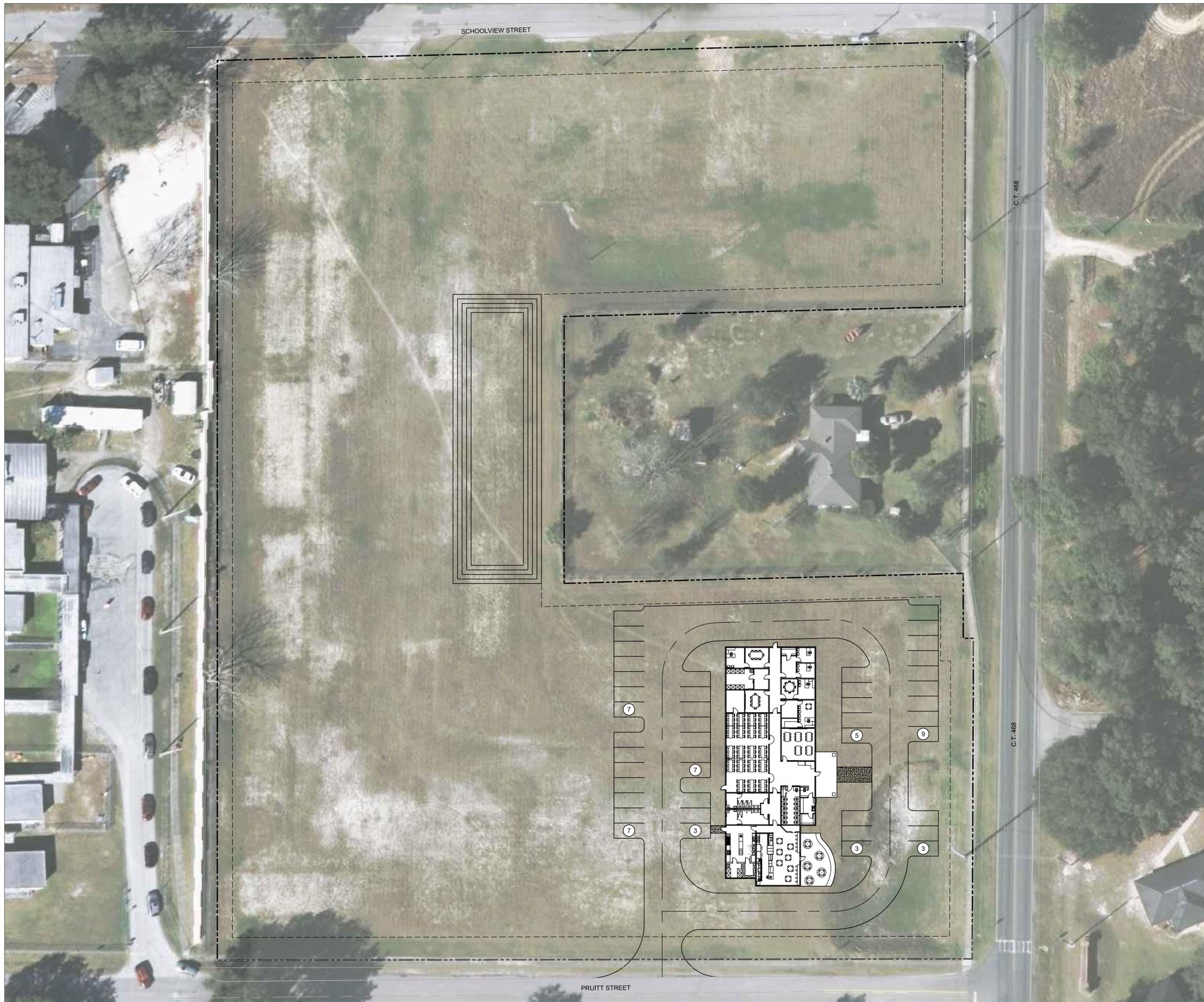
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UTT STREET PERSPECTIVE



PERSPECTIVE



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Graphic Scale in Feet



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