



**2022 GRANTS-IN-AID
STANDARD & EXCEPTIONAL GRANT APPLICATION**



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

APPLICANT INFORMATION

1. Applicant (Legal name of organization): **City of Ormond Beach**

2. Address (mailing): **P.O. Box 277**

City: **Ormond Beach** State: **Florida** Zip Code: **32175-0277**

3. Type of Organization:

☒ Municipal government ☐ Volusia County Government

☐ Not-for-Profit Corporation classified as a 501(c) (3)

4. Federal ID #: **59-6000398**

Florida Not-for-Profit Corporation Charter # (if applicable): NFP Charter Number

Florida Dept. of Agriculture & Consumer Services Registration # (if applicable):
Dept. of Agriculture Number

5. County Council District of Project: ☐1 ☐2 ☐3 ☒4 ☐5

6. Is the project in a Community Redevelopment District (CRA)? ☐Yes ☒No

7. Contact Person:

Name: **Loretta Moisio** Title: **Grants Coordinator**

Telephone #: **386-676-3315** E-Mail: **Loretta.Moisio@ormondbeach.org**

8. Provide the Mission Statement for your organization:

The future of the City of Ormond Beach depends on a partnership among citizens, businesses, civic organizations, elected officials, and City employees. Working together, we can make Ormond Beach one of the most attractive, stimulating, and progressive cities in the nation.

We see Ormond Beach as a community characterized by a high quality of life for all. From our youngest citizens to our oldest, we want to provide significant opportunities for earning, for learning, for leisure and recreation, and for self-expression.

We see Ormond Beach as a community of many dimensions. Among these, we see our City as:

- A family oriented community, striving to provide a safe and supportive environment in which families of all ages can build on their strengths and their traditions.*
- A learning community, in which all citizens may participate in life-long opportunities for personal*



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growth and development, especially as they participate in the strong historic, cultural, artistic, and athletic traditions of the area.

- An environmentally sensitive community, marked by mature trees, clean water, well-kept neighborhoods, and attractively landscaped thoroughfares.*
 - An economically sound community, boasting a diverse economy and a balanced, controlled, but friendly approach to business and development.*
 - A diverse community, one in which all citizens and all sectors of the City find meaningful opportunities and one in which all are valued for the unique contribution they make.*
- A responsive community, with a City government that cares and communicates well with the citizenry and provides timely, even-handed, and courteous service to all.*
- A well-run community, offering high quality basic City services in an effective and efficient manner, and encouraging creative and proactive approaches to government.*

An involved community, one in which citizens throughout the community acknowledge and respect their differences, but recognize that the accomplishment of our objectives will require the full participation of all.

FUNDING REQUEST

1. Project Funding (Grant Request Amount and Match Amount):

- | | |
|---|--|
| a. Standard Grant Request (up to \$600,000.00) | \$ 600,000.00 |
| b. Exceptional Grant Request (up to \$2,500,000.00) | \$ <u>Exceptional grant request</u> |
| c. Confirmed Match Funds | \$ 810,384.00 |
| d. Total Project Cost (ECHO + Match) | \$ 1,410,384.00 |

2. Mandatory Workshop was attended by: **Loretta Moisio**

Date of Workshop: **2/24/2022**

3. List any prior year grants received from ECHO (include year, project name and amount of grant):

- 2005** – Central Park Development - \$205,000
- 2006** – Central Park Development: Boardwalk - \$300,000
- 2007** – The Casements/Rockefeller Gardens Restoration - \$500,000
- 2012** – Skate Park Expansion - \$225,000
- 2014** – Environmental Discovery Center Construction - \$400,000
- 2018** – Ormond Beach Sports Complex Field Lighting - \$400,000
- 2019** – Ormond Beach Sports Complex: Championship Softball Field – \$400,000
- 2020** – MacDonald House Restoration - \$400,000
- 2020** – Nova Tennis Court Lighting - \$137,500



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PROJECT INFORMATION

1. Project Title: **Performing Arts Center Renovation**

Project Location Address: **399 North U.S. Highway 1**

City: **Ormond Beach**

State: **Florida**

Zip Code: **32174**

2. Type of Project:

☒ Renovation ☐ Restoration ☐ New Construction ☐ Acquisition

3. ECHO Category – Select One (review ECHO Guidebook pages 3 - 4):

☐ Environmental ☒ Cultural ☐ Historic ☐ Outdoor Recreation

4. The Project Site of Facility is (select one):

☒ Owned by Applicant ☐ Leased by Applicant (length of lease): Length of lease

☐ Land/Project Management Agreement (length of agreement): Length of agreement

NOTE: LEASES/AGREEMENTS MUST BE BINDING AND NON-CANCELABLE

5. Is the Project Site/Facility mortgaged or will it be? ☐ Yes ☒ No

PROJECT TEAM

1. List the name and address of the architect, engineer, design consultants and/or general contractor selected. Include the information for the persons signing the Certification of Information and Compliance Form:

Joyce Shanahan, City Manager

Kelly McGuire, Finance Director

Shawn Finley, P.E., Public Works Director

Alex Schumann, P.E., City Engineer

Robert Carolin, Leisure Services Director

Stefan Sibley, Assistant Leisure Services Director

Marc Schwartz, Performing Arts Center Supervisor

April Martti, Engineering Projects Coordinator

Loretta Moisio, Grants Coordinator

Address for all listed above: P.O. Box 277, Ormond Beach, FL 32175-0277



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Leonard Marinaccio, Jr., Chief Executive Officer
Bomar Construction, Inc.
27 South Orchard Street, Ormond Beach, Florida 32174
Tom DeSimone, Director of Community Projects
RLF Architecture Engineering Interiors
4750 New Broad Street, Orlando, Florida 32814

2. List the person/persons who created the budget and describe their experience with this type of project:

Shawn Finley, P.E., Public Works Director, and Alex Schumann, P.E., City Engineer, created the budget for this project. Mr. Finley has been with the City for twelve years serving first as Civil Engineer, then Deputy City Engineer, then City Engineer and now Public Works Director. Mr. Finley has served as project manager for a large number and variety of projects implemented throughout the City. Mr. Schumann has been with the City for over five years, three as a Civil Engineer, two as Deputy City Engineer and being promoted to City Engineer in 2021 and has experience managing City ECHO projects. The implementation of all ECHO funded projects has been the responsibility of the City's Engineering Division.

3. If a complete list is not available, explain why (include when the project team will be selected):
Explain why project team list is not available

PROJECT MANAGEMENT TEAM

1. List the name of staff dedicated to this project (include their responsibilities and the amount of time each will be spending on the project per week):

Staff	Responsibilities	Weekly Time
Alex Schumann, P.E., City Engineer	Project Management: Bidding, Award, Construction	15%
Shawn Finley, P.E., Public Works Director	Project Management: Bidding, Award, Construction	5%
April Martti, Engineering Projects Coordinator	Project Management: Grant Administration	5%
Robert Carolin, Leisure Services Director	Post Construction Management	5%
Stefan Sibley, Assistant Leisure Services Director	Construction (Owner's Rep.); Post Construction Management	10%



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Staff	Responsibilities	Weekly Time
Marc Schwartz, Performing Arts Center Supervisor	Post Construction Management	10%
Engineering Inspector (TBD)	Construction	20%

PROJECT DESCRIPTION

1. Describe the project and explain how it will achieve the goals of Resolution 2020-79 to plan for the future growth of Volusia and enhance the quality of life for its residents (use factual information/documentation to show how this project will accomplish these goals):

County Resolution 2020-79 seeks to “enhance the quality of life for its residents by continuing to provide environmental, cultural, historical, and outdoor recreational opportunities.” As a family-oriented community, Ormond Beach consistently works to meet the needs of its citizens and visitors. Toward that end, the Ormond Beach Performing Arts Center provides cultural and recreational opportunities including traveling shows and attractions, as well as community theater productions, which makes this project a perfect match to the goals of Resolution 2020-79. This project further promotes the goals of County Resolution 2020-79 by ensuring that ECHO projects are geographically distributed as the Performing Arts Center is the only cultural facility in the northern most section of Volusia County with the capacity to accommodate the needs of local, regional, state, national and international programs. This project will also further the goals of Resolution 2020-79 as it “recognizes the role of cultural arts in improving the quality of life for its citizens.”

The drive to have a Performing Arts Center in the City of Ormond Beach began in the 1980s with the desire of the residents to provide a permanent and purpose-built home for the performing arts. These residents, under the leadership of Ruth Horan, formed the Ormond Beach Friends of Recreation. Their broader purpose to support recreation in Ormond Beach expanded, and a committee was formed to create and support the construction of the Ormond Beach Performing Arts Center. This committee later became a separate entity, the Ormond Beach Performing Arts Center Friends, and their efforts were solely focused on garnering the public support necessary to secure funding to acquire and construct the Performing Arts Center. To this day, the Performing Arts Center Friends have continually worked to support the Performing Arts Center to assist in its mission of providing quality programming and an exceptional facility.

In the 1980s, with the knowledge that this venture would require not only the support of residents and elected officials, much work would have to be done to make this dream a reality. The challenge was to prove to elected officials that the idea of a Performing Arts Center in Ormond Beach had the support of the community. Volunteers from the Friends of Recreation canvassed the City door-to-door to get residents to sign petitions in support of the acquisition and construction of the Performing Arts Center to convince elected officials.



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Thousands of Ormond Beach residents signed the petition to create the Ormond Beach Performing Arts Center. The Friends of Recreation and City staff worked diligently to persuade the City Commission to agree to place a bond referendum on the ballot to finance the acquisition and conversion of the building in 1987. The Friends continued its work, and the referendum passed with an overwhelming majority of residents voting in favor. The public mandate of support for the Ormond Beach Performing Arts Center continues to this day.

The Ormond Beach Performing Arts Center opened to the public in 1991. At the ribbon cutting on May 10, 1991, Ormond Beach Mayor Nicholas Fortunato stated in his letter to theater patrons, "Many of us in this city dreamed of having a center where this country's finest performers, young people, community actors and local residents could display their talents. In 1987, the citizens of Ormond Beach voted for a bond issue which included purchasing an existing building and turning it into such an arts center. We look forward to turning this center into a showplace for cultural activities in Volusia County."

At the 25th Anniversary Celebration of the Ormond Beach Performing Arts Center, held on January 17, 2017, Ormond Beach Mayor Bill Partington stated in his letter to theater patrons, "From the first time the curtains were raised, talented performers from childhood age to senior citizens, animal performers, community actors, and internationally known groups, have graced this stage to the delight of our residents and visitors."

The Ormond Beach Performing Arts Center is housed in the former Calvary Assembly Church at 399 North U.S. Highway 1. Following the passage of the bond referendum of \$2.3 million, the City purchased the property and construction began to transform the former church building into the Performing Arts Center auditorium, studio, classrooms, lobby and gallery areas.

The Ormond Beach Performing Arts Center auditorium seats six hundred patrons. The proscenium stage opening is forty feet wide. The auditorium has theatrical lighting, sound system, video projector and screen. The theater is well equipped to meet the production requirements of a wide variety of shows, meetings, and educational programs.

Since opening in 1991, the Ormond Beach Performing Arts Center has become a notable road house for traveling productions. It attracts tourists, local residents and winter residents from all over the country bringing a significant amount of economic activity to the City.

Over the years, the Center has solidified its place as a cultural institution and valued community resource for children and adults to learn and participate in dance and theatrical performances. The 3,000 square foot studio offers an area for show rehearsals, and theatrical and dance classes.



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In addition to performances, the Center offers gallery space for curated art shows for local artists, county school students, individuals with disabilities; an annual photography show; and a venue for seminars and other public and civic group meetings.

After over three decades in operation, the public areas have become worn and outdated, badly in need of renovation. **ECHO grant funds are needed to renovate an outdated lobby, create a donor wall, improve the appearance of the exterior façade, modifications to the lobby stairway for both public safety and aesthetics, modifications to the restrooms to ensure full accessibility, the addition of a wire hanging system in the gallery area for art exhibits, upgrades of floor, window, and wall coverings in the lobby, concession, and hallways, as well as a canopy for shelter at the entrance during inclement weather.** (Attachment, pages 47 and 75-78)

With this proposed renovation, the Center's more welcoming entrance areas can once again match the quality of its programming and continue to be a source of pride, and indeed, of affection, for the community.

At its meeting of March 10, 2021, the City of Ormond Beach Leisure Services Board prioritized projects to recommend to the City Commission for inclusion within the City's Capital Improvement Program (CIP). (Attachment, pages 79-82) At that time, the Performing Arts Center Renovations were ranked first of six projects and subsequently was included in the City's CIP. (Attachment, pages 83-84) At the October 5, 2021, City Commission meeting, under the "Reports, Suggestions, Requests" section of the agenda, the City Commission indicated its support of putting forth an ECHO application for the Performing Arts Center Renovation during the Spring 2022 cycle. (Attachment, pages 85-86)

The Ormond Beach Performing Arts Center is committed to providing cultural opportunities and experiences including music concerts, dance performances, theatrical comedy and dramas, and visual arts and is the home of community theater groups for children and adults.

The Ormond Beach Performing Arts Center gallery space located in the lobby area is the location for visual art exhibition space featuring the works of Volusia County artists. The Center has an ongoing partnership with the Ormond Beach Memorial Art Museum whose staff will continue to solicit art through call to artists, and then organize, curate, and install the "Pop-Up" art exhibitions using the new wire hanging system to be installed in the gallery area as part of the renovation project. These exhibitions provide theater guests an enhanced artistic experience during their visits to the theater. (Attachment, pages 87-89) In addition, selected works will be printed on vinyl sheets affixed to wall panels adjacent to the west wall windows for a temporary display which is planned to be an inexpensive process and that allows for periodic changes to the art display.

The mission to provide educational theater opportunities for local residents is central to daily operations of the Performing Arts Center. The multi-generational Kopy Kats and Ormond Beach Follies shows are



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created, scripted, built, and staged annually at the Performing Arts Center. In addition, Children's Musical Theatre Workshop, Inc., holds classes, camps, and stages performances year-round. Prior to the pandemic, box office receipts including estimates of free attendance, the Performing Arts Center annual attendance averaged 40,000 patrons.

The community theater productions represent more than three thousand volunteer hours to produce the annual shows. The educational theater programs serve more than two hundred students each year. This programming is in addition to local, regional, and nationally traveling shows and attractions that are presented each year.

The addition of a wire hanging system for artwork in the gallery will allow for greater flexibility and more options for the display of works of visual art. The addition of LED lighting throughout the gallery, main lobby and the exterior of the building will provide aesthetic enhancement with color and dimming control. The upgraded flooring and wallcovering to replace dated and worn surfaces will modernize the appearance of the facility with a contemporary look and feel.

The lobby staircase will have ADA compliant treads and railings improving the guests' ability and ease of movement throughout the facility. The lobby restroom facilities will feature new fixtures including sinks and toilets, and will also have ADA compliant stalls and counter heights.

2. If applying for an exceptional grant, describe how the project meets the requirements of an exceptional project. An exceptional project means a project of paramount and crucial countywide importance which provides for receipt of services by significantly large numbers of people in all areas of the county. For more information on exceptional projects see page 8 of the [ECHO Guidebook](#).

[Exceptional project description](#)

3. Describe the project and construction timeline:
The project is anticipated to begin by July 2022 and be completed and open to the public by July 2023. The City has a continuing contract with Bomar Construction and the project should begin relatively quickly once a Notice to Proceed has been issued.
4. Describe how the green infrastructure and sustainability standards will be used in the project (information can be found at <https://www.volusia.org/services/growth-and-resource-management/environmental-management/green-volusia/green-buildings.shtml>):

Architecture

- Exterior Canopy to be made of aluminum which is a highly recyclable material.
- Exterior Canopy could help reduce solar heat gain from the lobby entrance.
- Interior Shades to aid with internal thermal comfort.



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- Construction waste and project carbon footprint is reduced by utilizing as much of the existing conditions as possible.
- Concrete footings and pavement for exterior canopy can be constructed using sustainable materials.
- Interior walk-off mats will be provided at the main entries to reduce the amount of outdoor particulates from entering the building. This will contribute to cleaner indoor air quality.

Interiors

- Carpet tile selected is manufactured in a Gold certified LEED building, is Cradle to Cradle Silver certified, NSF 140 Gold Certified and contains 28% recycled content.
- Acoustical ceiling tiles are GREENGUARD Gold Certified for low chemical emissions, a USDA Certified Biobased Product 98%, contributes to LEED WELL LBC and contains up to 75% recycled content.
- Acoustical plaster ceiling panels are GREENGUARD Gold Certified for low chemical emissions and is classified as containing greater than 50% total recycled content.
- Mapei Flexcolor CQ (Tile Grout) verified Red List Free by the Living Building Challenge.
- Rubber base selected is Cradle to Cradle Silver certified, phthalate free and Floorscore certified.

Plumbing

- Plumbing Fixtures to meet EPA water saving standards and be certified by IAPMO R&T.

Mechanical

- Energy efficient ECM (engine control and monitoring) motors in equipment selections.

Electrical

- Energy efficient LED lighting to replace incandescent light fixtures.
- Automatic lighting controls including occupancy and daylighting sensors help maintain proper light levels for a space, saving energy while not in use or when natural lighting can be utilized as a supplement.

5. Describe how the project will comply with the ADA accessibility requirements:

All ADA requirements will be met with this renovation project. The lobby staircase will have ADA compliant treads and railings. The lobby restrooms will have new fixtures including sinks and toilets as well as ADA compliant stalls and counter heights.



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6. If applicable, describe any additional phases:

At this time, no additional project phases are planned.

PERFORMANCE MEASURES

1. Explain the project's goals and objectives:

Upon completion of the renovation, one goal is to **increase the number of patrons to the facility which would in turn increase the average annual attendance**. Guest/client survey satisfaction is at 90% and a second goal is to **increase the overall satisfaction level** after renovations are complete and programs are held.

2. Elaborate on how these goals and objectives will be measured for the length of the restrictive covenants:

Data is collected on the below performance measurements and reported monthly, quarterly, and annually. This data collection will continue in perpetuity and thereby meet the restrictive covenants length requirement.

Categories of Performance Measurements:

- Programming Offered: Dance, Musical Theatre, Drama, Concerts, Comedy
- Classes Offered: Dance, Musical Theatre, Chorus
- Class Participants:
 - Children's Musical Theatre 150 participants
 - Kopy Kats Musical Revue 60 participants
 - Ormond Beach Show Club Follies 80 participants
 - Ormond Beach Community Chorus 30 participants
- Show Attendance: Averaging over 25,000 annually since 2010
- Volunteers: 700
- Volunteer Hours: 20,000 hours annually
- For-Profit Shows: 30 annually
- Not-For-Profit Shows: 40 annually
- New Contracts: 6
- Returning Contracts: 30
- Guest/Client Surveys: 90% Satisfaction



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RESTRICTIVE COVENANTS

1. Do you agree to comply with the requirement to file a 20-year Restrictive Covenant with the Volusia County Clerk of Court if ECHO Grant is awarded?

☒ Yes

☐ No

△ If the project of the application is mortgaged or leased property, other than those applying for trails in the County Master Plan or projects on land not owned by the applicant, a letter from the Mortgagee or Lessor, stating that they agree to sign the Restrictive Covenants must be provided with the application.

△ Applicants with projects on State or Federal owned lands are automatically exempt from this requirement, but are held to the same liquidated damages cited within the Restrictive Covenants through language found in the final ECHO agreement for which the grantee is held responsible.



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BUDGET INFORMATION

1. A complete project budget must be submitted in the format provided by the county. Budget must be accurate and realistic (projects will be implemented within the budget set at the time of application).
2. The budget should be presented by each type of funding:
 - a. UC = Unencumbered Cash
 - b. LM = Land Match
 - c. IK = In-kind
 - d. PSC = Previously Spent Cash
3. The budget must include temporary and permanent ECHO signage (signs may not be funded with ECHO funding).



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BUDGET DETAIL CHART							
Construction Phase Expenditures <i>Add rows as needed</i>	UC +	LM +	IN-KIND +	PSC	= MATCH	ECHO	TOTAL
General Requirements:							
General Conditions	344,550	LM	In-Kind	PSC	344,550	ECHO Request	344,550
Site Construction:							
Sitework, Demolition	79,552				79,552		79,552
Concrete:							
Concrete, Shotcrete, Stucco	82,480				82,480		82,480
Metals:	5,000				5,000		5,000
Wood and Plastic:							
Carpentry, Millwork	44,565				44,565		44,565
Thermal & Moisture Protection:							
Roofing, Sheet Metal	5,000				5,000		5,000
Doors and Windows:							
Doors, Windows						98,726	98,726
Finishes:							
Drywall, Carpet, Tile, Painting						180,044	180,044
Specialties:							
Railings, RR Partitions, Signage	78,423				78,423		78,423
Special Construction:							
Covered Walkway	153,110				153,110		153,110
Mechanical:							
HVAC, Plumbing, Fire Sprinklers	12,204				12,204	106,776	118,980
Electric:	UC	LM	In-Kind	PSC	Total Match	214,454	214,454
Subtotal	804,884	Subtotal LM	Subtotal In-Kind	Subtotal PSC	804,884	600,000	1,404,884



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Signage:							
ECHO Temp Sign	500	LM	In-Kind	PSC	500	Total ECHO Request	500
ECHO Permanent Sign	5,000	LM	In-Kind	PSC	5000	Total ECHO Request	5,000
Subtotal	5,500	Subtotal LM	Subtotal In- Kind	Subtotal PSC	Subtotal Match	Subtotal ECHO Request	5,500
PROJECT TOTALS	810,384	TOTAL LM	TOTAL IN-KIND	TOTAL PSC	810,384	600,000	1,410,384

Line items should match your project (some examples are Equipment, Metals, Finishes, Wood and Plastic, Thermal, Plumbing). Budgeted match amounts should be placed in the corresponding description column (Unencumbered Cash, Land Match, In-kind Services/Items or Previously Spent Cash).



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MATCH DOCUMENTATION

1. All documentation for match must be included in the application as outlined in the ECHO Guidebook pages 9 - 11.
(Attachment, pages 37-39)

OPERATING FORECAST DETAIL

1. Outline how the facility or project will operate once complete. The narration should include such items (as applicable) as staffing, maintenance requirements, increased programming, fees and memberships. Include a detailed maintenance and replacement plan for the 20-year compliance period:

The Department of Leisure Services provides the staff to operate the Performing Arts Center (PAC) which includes one full-time Performing Arts Center Supervisor, two part-time box office attendants, two part-time maintenance workers, and one part-time theater technician. Upon completion of the renovation, additional staff will not be required.

The lifespan of the improvements to the existing fixtures and finishing of walls and flooring will last at least twenty-five years during which the cost of maintenance will be the same, with little or no change to the facility's maintenance budget. The City's Leisure Services Department oversees the overall maintenance of all public cultural and recreational facilities and plans for the maintenance and repair of all City facilities through its annual budgeting process.

With the exception of the COVID-19 pandemic period of closure from mid-March 2020 until June 1, 2021, the PAC is operated year-round. On a yearly basis since 2010, the PAC hosted an annual average of seventy events, 40,000 attendees, and 700 volunteers contributing 20,000 volunteer hours. The PAC is a fee use based facility. There are two primary types of users; in-house performing arts groups and rentals to independent show producers.

The use of the PAC is governed by the fee use structure and includes usage for classes and instruction, show rehearsals, and performances. The PAC box office sells tickets for events and all patrons, regardless of residency, pay the same amount for tickets. The fee schedule for the rental of the PAC is based on not-for-profit or for-profit use and is not based on residency status. These fees will remain uniform for all Volusia County residents.

2. Submit a business plan, feasibility study and marketing plan. These plans must be specific to Volusia County and the proposed project:



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BUSINESS PLAN: One of the goals of the Performing Arts Center renovation project includes the improvement of the appearance of the facility. With over thirty years in operation, there have been no changes made to the original lobby, gallery and exterior of the Performing Arts Center. The result is that over time there is significant wear and tear on the facility that is not addressed with routine maintenance. The aging of the facility has resulted in an outdated appearance that is less desirable and inviting for guests and users. With a more contemporary look and feel, the goal is to encourage first-time visitors to become more engaged and return to visit the facility on a frequent basis.

Another goal of the project is to provide features in the gallery and lobby area to present the work of local artists. These features include new and enhanced lighting and wire frame hanging system to allow for ease of changing out art pieces for exhibit and display. These enhanced features will encourage more art exhibitions, such as the PAC's existing partnership with the Ormond Beach Memorial Art Museum to display the work of local artists. In the spring of 2021, the Performing Arts Center began a strategic partnership with the Ormond Beach Memorial Art Museum. The COVID-19 pandemic presented new challenges that required both cultural institutions to seek "thinking outside the box" solutions to provide enriching cultural experiences for residents and visitors in Volusia County.

The Performing Arts Center and the Memorial Art Museum have joined together to present a series of "Pop-Up" art exhibits in the Performing Arts Center lobby. These exhibits are a showcase for artists in Volusia County. The success of these exhibits effectively demonstrates the value and functionality of the Performing Arts Center lobby as art gallery space. There is no fee charged for the artists to exhibit, and no fee is charged for visitors who wish to view it. (Attachment, pages 87-89)

Since the start of the strategic partnership, the Memorial Art Museum has curated three exhibitions, including the one currently on display, which runs until April 2022. The call for artists has already gone out for the next exhibit which will be ready for display in late April 2022 and will run until mid-July 2022. (Attachment, page 94)

Another goal of the project is to improve the appearance of the exterior of the building concentrated on the west side that faces US Highway 1. A shade structure is planned to be installed near the fountain entrance to the Performing Arts Center which will provide shelter for guests at drop-off from both inclement weather and shade from the sweltering Florida sun. (Attachment, page 46)

In addition to the shade structure, the appearance of the outside areas will be enhanced with additional lighting and the river rock façade will be removed and replaced with a contemporary smooth texture finish. This new look will be more attractive and draw the eyes of passers-by on the highway frontage and focus their attention on the building. This in turn will increase community awareness of the facility and encourage more visitors.



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FEASIBILITY STUDY: The Performing Arts Center has been a thriving cultural treasure in the City of Ormond Beach since opening in 1991. The City of Ormond Beach is honored to be able to offer this valuable amenity to citizens and visitors and strives to consistently maintain a first-class facility and provide diverse programming. Last year, the City initiated its 2021 update of the City of Ormond Beach Parks and Recreation Master Plan. As part of the update, the following occurred:

- A statistically valid survey was sent out to the public;
- An online survey was made available to the public;
- Public meetings were held and audience polling was conducted during the meetings; and,
- A joint Leisure Services Advisory Board and Quality of Life Board meeting was held during which member polling was conducted.

The responses from these activities were compiled to form the basis for a report of “Existing Conditions and Needs Assessment Findings” which was presented to the City Commission at a workshop on August 17, 2021. (Attachment, pages 96-165) Based on the data in this report, there is substantial public support for the renovation of the Ormond Beach Performing Arts Center.

Statistically Valid Survey Sent Out to the Public:

- In the summary of findings and priority actions, recommendation #7 is to continue renovation and improvements of Performing Arts and Cultural Centers. (Attachment, page 107)
- In the summary of findings and high priority programs, the Performing Arts Center programs ranked #5. (Attachment, page 109)
- The Park Site Evaluations listed the Ormond Beach Performing Arts Center as a facility that scored below meeting expectations. (Attachment, page 115)
- The survey showed that 27.4% of the respondents had visited the Ormond Beach Performing Arts Center during the past two years. (Attachment, page 120)
- The survey showed that 31.1% of the respondents had participated in programs at the Ormond Beach Performing Arts Center over the last five years. (Attachment, page 123)
- The survey responses for top priorities for investment for recreation facilities and amenities listed the Ormond Beach Performing Arts Center as a medium priority and ranked as #13. (Attachment, page 127)
- The survey responses for top priorities for investment for recreation programs and activities listed the Ormond Beach Performing Arts Center as a high priority and ranked as #5. (Attachment, page 128)



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- The survey responses for Residents' Level of Support for Actions the City Could Take to Improve the Parks and Recreation System showed a 66% level of support to "continue renovation & improvements of Performing Arts and Cultural Centers." (Attachment, page 129)

Online Survey Made Available to the Public:

- The online survey results showed that 25.27% of the respondents had visited the Ormond Beach Performing Arts Center during the past two years. (Attachment, page 131)
- The online survey results showed that 36.7% of the respondents had participated in a program at the Ormond Beach Performing Arts Center in the last five years. (Attachment, page 134)
- The online survey results showed that 29.1% of the respondents indicated need for more programs at the Ormond Beach Performing Arts Center. (Attachment, page 139)
- The online survey results showed that 76.4% of the respondents indicated support for renovation and improvements to the Ormond Beach Performing Arts Center. (Attachment, page 140)

Public Meetings held with Audience Polling Conducted:

- The audience polling at the public meetings indicated that 24% of the respondents stated that the Ormond Beach Performing Arts Center is important but not adequately provided. (Attachment, pg. 149)
- The audience polling at the public meeting indicated that 31% of the respondents stated the Ormond Beach Performing Arts Center programs are important but not adequately provided. (Attachment, pg. 150)

Joint Leisure Services Advisory Board and Quality of Life Board Meeting held with Member Polling Conducted:

- The Advisory Board member polling indicated that 13.6% of the respondents stated that the Ormond Beach Performing Arts Center facility is important but not adequately provided. (Attachment, page 152)
- The Advisory Board member polling indicated that 27.3% of the respondents stated that the Ormond Beach Performing Arts Center programs are important but not adequately provided. (Attachment, page 153)
- In interviews with the members of Joint Advisory Board, two members stated the need to place a priority on improvements to the Ormond Beach Performing Arts Center. (Attachment, page 156)



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MARKETING PLAN: Once the renovation is completed, the improved facility will continue to be marketed through the City's website, its social media platforms, and local media outlets.

Social Media Marketing: As part of the overall marketing plan for the Performing Arts Center, the Facebook social media platform is a key to business development. A multi-faceted approach to social media with the focus on branding, event marketing, and customer relationship management is essential to achieve the goal of increasing customer engagement and driving event ticket sales.

The Performing Arts Center Facebook page was created in 2011. Since that time, the page has grown organically to over 3,300 likers and over 3,600 followers. The Performing Arts Center Facebook events reached over 32,000 people within the last ninety days. These numbers illustrate the importance of using social media to engage with our customers.

The Facebook page events are tied to the Performing Arts Center internet ticketing site. Links to the internet ticketing site are posted in the Facebook events for convenience and makes it simple for the customer to make an online ticket purchase. The fast-paced growth of internet ticket sales for our events is the direct result of marketing for Performing Arts Center events on Facebook. (Attachment, page 92)

City of Ormond Beach Website and Internet Ticketing Site: The Performing Arts Center developed a marketing plan focused on the growth of internet ticket sales. In 2013, the Performing Arts Center acquired box office software to provide the platform for customers to purchase their show tickets online. Since that time, internet ticket sales have grown exponentially; since the start of fiscal year 2021-2022, more than \$115,000.00 worth of show tickets have been sold through the online ticketing site.

The online ticketing site is hosted on the City of Ormond Beach website homepage. Customers click on the red ticket icon located on the lower right side of the homepage. After clicking on the link, customers are re-directed to the ticketing site where they will find information about the show, select and reserve their seat from the seating chart, and complete the purchase with a credit or debit card.

Internet ticket sales are a simple and convenient process that provides value to the customer. The success of internet ticketing and the continuing growth of internet ticket sales as a percentage of the total tickets sales is an indication that the Performing Arts Center provides programming that is important to Volusia County residents.

In addition to the value of the City of Ormond Beach website homepage as the host for the internet ticketing site, the website also serve other valuable functions. Residents and visitors may choose to subscribe to email updates from the Performing Arts Center. Updates are sent on a regular basis to the subscribers to keep them informed. Performing Arts Center show schedules are also posted to the City website calendar.



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Tips for writing a business plan:

- A business plan is a document detailing a business's future objectives and strategies for achieving them.
- A business plan should be a detailed road map that explains the goals and plans to achieve them.

Tips for writing a feasibility study:

- A feasibility study is an assessment of the practicality of a proposed plan or method that will provide a clear picture of your organization's budget and operations.
- A few factors that should be considered while writing the feasibility study:
 - How will the project provide quality of life benefits to county residents?
 - Have you conducted a survey or public meeting/workshop?
 - Is the project practical?
 - What is the life expectancy of the project?
 - Can the organization maintain the project for the 20 year compliance period?

Tips for writing a marketing plan:

- A marketing plan is an operational document that outlines an advertising strategy an organization will implement to reach its target market.
- The marketing plan should include details on the marketing channels and the campaign.



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FISCAL STABILITY

1. BUSINESS INFORMATION (not all line items will apply to all applicants)

Operational funding for this organization	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Fundraising, Memberships, Donations, etc.	Prior Completed Year	Current Year	Projected Year	Next Projected Year
County Grants (other than ECHO)	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Grants (Non-County)	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Cash Donations	Prior Completed Year	Current Year	Projected Year	Next Projected Year
TOTALS	Prior Completed Year Total	Current Year Total	Projected Year Total	Next Projected Year Total
Administrative Costs	67,708	70,861	72,987	75,176
Program Costs	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Educational Outreach Programs	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Contractor Services (for this project)	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Marketing & Advertising	466	2,500	2,575	2,652
Payroll Total Expense	104,942	135,673	139,743	143,935
TOTAL	Prior Completed Year Total	Current Year Total	Projected Year Total	Next Projected Year Total
Not-for-Profit	Prior Completed Year	Current Year	Projected Year	Next Projected Year
Endowments	Prior Completed Year	Current Year	Projected Year	Next Projected Year
TOTALS	Prior Completed Year Total	Current Year Total	Projected Year Total	Next Projected Year Total
Number of Full-time Employees	1	1	1	1
Number of Part-time Employees	5	5	5	5
Volunteer Hours	1,121*	430	10,000	15,000
Value of Volunteer Hours (@ /hr.)	28,025	10,750	250,000	375,000
TOTALS	201,141	219,784	465,305	596,763

*4 months

2. Has this organization defaulted on any grant in the past five years?

☐ Yes ☒ No

If yes, please explain:

Explanation of default



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FINANCIAL AUDIT/REVIEW/AGREED UPON PROCEDURES

1. County of Volusia and Local Municipalities must provide a link to their Financial Statement under GASB 34.

<https://www.ormondbeach.org/ArchiveCenter/ViewFile/Item/9671>

The link should include the following documents:

- a. A Management Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
 - b. A Response Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
 - c. An Opinion Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
2. Not-for-Profit Organizations: the required financial information is determined by the operating revenue or expenses/expenditures annual average of the three fiscal years prior to the application deadline, as outlined in the ECHO Guidebook.
 - a. Additional supporting documents for Not-for-Profit organizations:
 - i. IRS letter granting Not-for-Profit 501 (c) (3) status in Florida.
 - ii. The most recent Uniform Business Report (Annual Report) filed with the State of Florida, Division of Corporations.
 - iii. Unrestrictive ownership or undisturbed use of facility documentation (unless the project is an acquisition).
 - iv. Letter of intent to sell from the owner for Acquisition Projects.

DRAWINGS

1. Drawings are required from ALL applicants (documents must be legible and to scale with legends):
 - b. Current drawings and/or excavation plans for the facility.
 - a. Site survey with existing structures and site plans with structures.
2. Vacant land acquisition projects shall include:
 - a. Conceptual drawings of improvements to the property, which are to be completed within two years of acquisition.
 - b. Proposed structures must include elevations, floor plans and design elements such as landscaping.
3. Street Locator Map (indicate the physical location of the project within the local areas; include road names and "North" for directional reference).



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4. Site Plan should show the building footprint, travel ways, parking, landscaping, etc. This section should include:
 - a. Site Survey
 - b. Trees and topography
 - c. Civil drawing
 - d. Water retention drainage and circulation
5. Preliminary and Schematic Drawings. Drawings should show:
 - a. A general model of floor/site plans, showing the location of project elements.
 - b. Florida-friendly landscape plan (The Florida Friendly Landscaping guide can be found at https://ffl.ifas.ufl.edu/pdf/FYN_Plant_Selection_Guide_2015.pdf).
6. Design and Development Documents. Documents should show more detail including:
 - a. Selection of materials and engineering systems involved
 - b. Detailed cost estimate
 - c. Environmentally sustainable materials
7. Construction Documents should include written and graphic instructions. These documents should be focused on specifications for the project (building systems, floor plans, elevations, etc.) and should include site utilities and ADA information.
 - a. Outdoor, trails, parks, sports facilities and playgrounds require a bid set of plans, which are ready to be used for the procurement process.
 - b. New construction, facility remodel and historic projects require a set of A&E plans, which are ready to be used for the procurement process.
 - c. Historic projects need to demonstrate research and compliance with the Historic Preservation Standards and Guidelines.
8. Permanent ECHO Sign documents should include site design, materials and site placement.



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CERTIFICATION OF INFORMATION AND COMPLIANCE FORM

Note: A fully executed copy is included in the Attachments, page 74.

I/We certify that all of the information contained within this application and subsequent attachments is true and correct to the best of my/our knowledge and that the project for which the application is made shall be in compliance with the Americans with Disabilities Act of 1990, and that should a grant be awarded, the organization agrees to comply with the conditions of the grant award agreement including the Restrictive Covenants.

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE OWNER OF THE PROPERTY

Signature/Date: March 22, 2022

Printed Name: **Joyce Shanahan, City Manager**

Phone #: **386-676-3200**

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE APPLICANT

Signature/Date: March 22, 2022

Printed Name: **Joyce Shanahan, City Manager**

Phone #: **386-676-3200**

CHIEF FINANCIAL OFFICER FOR THE APPLICANT

Signature/Date: March 22, 2022

Printed Name: **Kelly McGuire, Finance Director**

Phone #: **386-676-3226**

NOT FOR PROFITS ONLY – PRESIDENT, BOARD OF DIRECTORS

Signature/Date:

Printed Name: Name

Phone #: Phone Number

Executive Board or Board of Directors reviewed and approved this application on (date): Board approval date

PROJECT/CONSTRUCTION TIMELINE CHART

Description (Line Items in Budget) (add lines as needed)	April - June 2022	July - Sept 2022	Oct - Dec 2022	Jan - March 2023	April - June 2023	July - Sept 2023	Oct - Dec 2023	Jan - March 2024	April - June 2024
ECHO Temporary Sign									
Construction									
ECHO Permanent Sign									

Attachment Checklist: Please check your application before submitting.

The following items/documentation **must** be included with your application or your application **will not** be scored. All match sources must be secured and proof thereof submitted by the application deadline.

APPLICANT

- ☒ ECHO Application, completed and signed
- ☒ Mission Statement for Organization
- ☒ Proof of ownership or copy of lease
- ☒ Restrictive Covenants or Statement agreeing to follow this requirement
- ☒ Project Budget Detail Chart
- ☒ Official Documentation of Match
- ☒ Business Plan
- ☒ Feasibility Study
- ☒ Marketing Plan
- ☒ Fiscal Stability Chart
- ☒ Financial Audit Documents (listed in the ECHO Guidebook page 15)
- ☐ Not-for-Profits only: IRS Status Letter classifying Organization as a 501(c) (3) - NA
- ☒ Completed and signed Drawings
- ☒ Street Locator
- ☒ Map Site Plan
- ☒ Preliminary & Schematic Drawings
- ☒ Design & Development Documents
- ☒ Construction Documents
- ☒ Permanent ECHO Sign Documents
- ☒ Certification of Information and Compliance
- ☒ Project/Construction Timeline Chart
- ☒ Other