



Memorandum

To: Honorable Mayor and Members of the City Council

From: Martin Lyons, Assistant City Manager / CFO
Lawrence Hemingway, Parks, Recreation and Community Services
Director
Karen Danczak Lyons, Library Director

Subject: Extension of Contract with Community Counselling Services Co. LLC

Date: February 18, 2017

Recommendation

Staff recommends that City Council authorize the City Manager to execute a contract extension of four months for the period of March through June 2017 for consulting services Community Counselling Services Co., LLC (CCS) located at 155 North Wacker, Suite 1790, Chicago, Illinois 60606 at a total cost of \$128,000.

Funding Sources

FY 2017 Capital Improvements Fund – Robert Crown Project Budget - \$1.5 million
Account 415.40.4117.65515
Architect Fees approved from this account - \$497,000
Previous CCS Expenses in 2017 \$70,000
Net Balance \$933,000

Livability Benefits

Built Environment: Enhance public spaces
Educations, Arts & Community: Promote a cohesive and connected community
Equity & Empowerment: Ensure equitable access to community assets

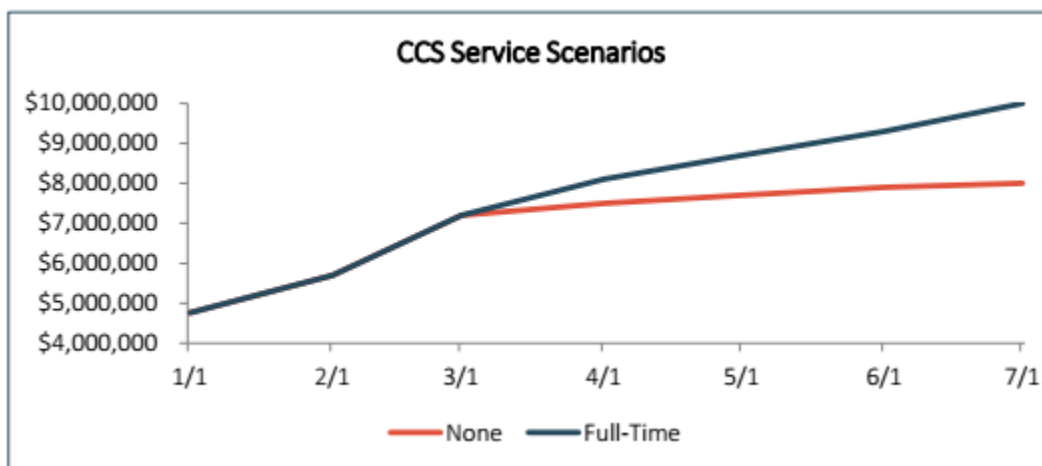
Discussion

CCS provided a listing of their services for fundraising in the original Council Report in June 2015 (Attachment 1). From this report a feasibility study was conducted and fund raising was approved after that. The original contract amount for CCS including the feasibility study is \$477,000 for the first 12 months. As noted in this report the CCS analysis showed an 18 to 24 month fund-raising period for this project from which \$3.0 –

\$5.0 million could be raised. In this report naming rights and other fund-raising activities were identified that could also increase this number to the City's goal of \$18 million.

After one year, which included substantial organization work in the first 60 days, CCS reports that we have raised just over \$2.9 million which would be matched by a major donor to make total funds raised to date \$5.8 million (Attachment 2).

The fund raising program is now entering a more public phase with the first fundraising event scheduled for February 24, 2017 at the Evanston Arts Center on Central Street. CCS will be a critical part of the next phase of fundraising and as such Staff has requested an extension of their services. Attachment 3 is a proposal from CCS to continue fundraising through June 2017 at a slightly reduced cost of \$32,000 per month. This reduction recognizes that setup work is done, but also recognizes that more work will be involved in the public phases in the form of organizing activities such as the event being held on February 24, 2017 by the Friends of Robert Crown Foundation. As noted in the proposal from CCS, without a coordinated approach to continued fund raising the estimated total funds to be raised will flatten out substantially. The chart below was developed during negotiations with CCS. While this chart is just an estimate, our past 12 months has shown that the City with the support of the Friends of the Crown Foundation were able to nearly hit \$3 million in 12 months and with continued support, could to hit the upper estimate goal of \$5 million, which would then be matched to make a total fund-raising campaign effort of \$10.0 million.



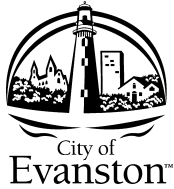
Fund raising will continue beyond July 1, 2017, however, the level of resources required from CCS could change over this period. They are prepared to alter service levels based on discussions with Friends of the Crown representatives and City Staff on a monthly basis.

Attachments:

Attachment 1 – June 15, 2015 CCS Approval

Attachment 2 – Crown Funding Update – February 2017

Attachment 3 – CCS Contract Extension Proposal



Memorandum

To: Honorable Mayor and Members of the City Council

From: Martin Lyons, Assistant City Manager / CFO
Joe McRae, Director of Parks, Recreation and Community Services
Karen Danczak Lyons, Library Director

Subject: Recommendation for Fundraising Consulting Services for Robert Crown,
RFP #15-24

Date: June 15, 2015

Recommendation

Staff recommends that City Council authorize the City Manager to execute a consulting services agreement for fundraising at Robert Crown with Community Counselling Services Co., LLC (CCS) located at 155 North Wacker, Suite 1790, Chicago, Illinois 60606 at a total cost of \$477,500.

Funding Sources

FY 2015 CIP #415555: \$873,000

Discussion

Located at the corner of Main Street and Dodge Avenue, Crown Park and the Robert Crown Community Center and Ice Complex (Crown) deliver a wide range of recreational services. Crown Park provides a variety of outdoor athletic facilities for the entire Evanston community including four tennis courts, two softball fields, and one football field. Constructed in 1975, the 61,000 square foot Crown building contains one large ice skating arena, a small studio-practice rink, one basketball gymnasium, a child care room, and a variety of other multi-purpose rooms.

The Robert Crown Center is the most heavily used community center in the City. It is over 40 years old and due to heavy use, age, building (not life safety) code deficiencies and evolving community needs, Crown is in need of either replacement or significant renovation. Additionally, the Library has identified a need to serve west side residents with a flexible library learning space. In order to pool resources and develop synergy within the City, the Parks Recreation and Community Services Department and Library have partnered to either renovate or reconstruct Crown to meet these demands.

Over the past several years, staff working in concert with a steering committee, has explored a variety of mechanisms to secure funding for renovation or reconstruction including grant opportunities and public / private partnership ventures. These explorations have revealed that private fundraising, in conjunction with public investment, will likely yield successful results for a new or substantially renovated facility. As staff expertise in fundraising and development services are not available, the City issued a Request for Proposal for these services on March 12, 2015. On April 8, 2015, the Purchasing Division received proposals from two qualified professional consulting firms as noted below:

Consultant	Address
Community Counselling Services Co., Llc (CCS)	155 North Wacker, Suite 1790, Chicago, Illinois 60606
Ter Molen Watkins & Brandt Llc.	2 North Riverside Plaza, Suite 1030, Chicago, Illinois 60606

A committee was developed to review and evaluate the proposals consisting of the following members: Martin Lyons/Administrative Services, Joe McRae/PRCS, Karen Danczak Lyons/Library, Bob Dorneker/PRCS, Wynn Shawver/Library, Stefanie Levine/Public Works and Melissa Parker/PRCS. Each committee member individually reviewed the proposals based on:

1. Qualifications and Expertise
2. Price
3. Organization and Completeness of Proposal
4. Willingness to Execute City Agreement
5. M/W/EBE Participation

Following proposal review, the committee met to discuss the submissions and agreed to interview both candidate firms. After the interviews, the committee met again to discuss and score the consultants and determine which firm to recommend for award. A scoring breakdown of the two firms follows:

Consultant	Qualifications & Expertise (30)	Price (30)	Proposal Organization (15)	Willingness to Execute Agreement (15)	Proposed M/W/EBE (10)	Total (100)
CCS	30	27	15	15	0	87
Ter Molen	26	23	14	15	3	81

The City's RFP indicated that the selected consultant would immediately begin a comprehensive fundraising campaign for the project. However, both consultant responses strongly recommended that the City first perform a feasibility study to better determine the donor pool, cultivate potential community leaders and prepare the City for the campaign. Both consultant teams indicated that the feasibility study was vital to the campaign's success, particularly due to the City's current lack of established donor

base. After extensive deliberation, the review committee agrees that this strategy is critical to the project's success and will afford the City an opportunity to gauge community feedback, enhance the donor pool and strategically define the renovation or reconstruction scope in advance of the actual campaign.

A breakdown of both consultant firm fees follows:

Consultant	Miscellaneous Cost	Feasibility Study	Capital Campaign	Cost per interview during Feasibility Study
CCS	\$6,500	\$75,000	\$396,000	\$1,000
Ter Molen	At cost	\$60,000	\$225,000	\$1,714

At first glance, costs for CCS appear significantly higher than Ter Molen. However, in actuality CCS's proposal offers substantially more in services than the Ter Molen proposal which the committee feels are vital to project execution. During the feasibility study, Ter Molen's proposal offers 35 interviews with individual potential donors. By comparison, CCS's proposal includes between 50 and 75 similar interviews. The additional interviews provided by CCS will cast a substantially wider net within the donor community, an imperative step considering the limited base the City has currently established. During the capital campaign, Ter Molen's proposal includes coordination and marketing of the campaign but only in an off-site, supportive role. CCS's proposal however, includes full time and on-site campaign management. In the review committee's opinion, full time and hands on capital campaign support is critical to success due to the City's limited resources and expertise in this area.

Following consultant evaluation, the committee recommends CCS for award based on the scoring results, their team's significant experience and success with similar projects, their demonstrated understanding of this project, their proposed project approach and their references. CCS's references have been reviewed with favorable results. One of their local clients, Rotary International (RI) has an extensive background working with CCS and having favorable results. Staff found that RI has engaged the services of CCS in an ongoing consultative manner on multiple occasions, most notably for their global Polio Plus Campaign launched in 1985. Since that time, Rotary has contributed more than \$1.3 billion to immunize more than 2.5 billion children in 122 countries. Based on their experiences with CCS, and their local knowledge of the City of Evanston, professional staff at RI highly recommend CCS for this project specifically noting their responsiveness, adaptability and the vast resources that they command. RI indicates a high level of respect for their professionalism and ability to customize their efforts in response to the specific needs of any given campaign.

CCS has worked with a wide variety of organizations with varying levels of resources and existing fundraising capabilities, ranging from community based entities such as local churches to large international organizations with more complex agendas such as RI. Based on this recommendation we are confident CCS is well positioned to partner

with the City of Evanston to explore the current opportunity of a fundraising campaign for Robert Crown in order to recommend and facilitate the best practices that will result in a successful campaign.

CCS has requested a waiver of the City's M/W/EBE goal (see attached M/W/EBE memo for additional information).

As a result of the need to perform a feasibility study, the work will be conducted in two distinct phases. Phase 1 (Feasibility Study) will include strategic discussions with community members to assess capacity, development of a project timeline and preparation for the campaign effort. Phase 2 will include the actual donation campaign itself.

A breakdown of proposed funding for this project is as follows:

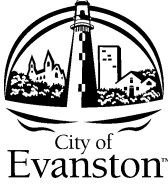
Item	Amount
CIP Funding	\$873,000.00
Expenses / encumbrances to date	\$0
Recommended Award	-\$477,500.00
Remaining Balance	\$395,500.00

Pending City Council approval, the proposed schedule for this project is to complete the feasibility study by the end of October 2015 and to conduct the capital campaign between October 2015 and October 2016. Architectural design work for the project, beginning with an RFP for consulting services, will likely be initiated during the capital campaign phase. Project construction would be anticipated to occur in 2017.

Attachments:

MWEBE Memo

Crown renderings



Memorandum

To: Martin Lyons, Assistant City Manager / CFO
Joe McRae, Director of Parks, Recreation and Community Services
Karen Danczak Lyons, Library Director

From: Tammi Turner, Purchasing Manager

Subject: Fundraising Consulting Services for Robert Crown, RFP #15-24

Date: June 15, 2015

The goal of the Minority, Women, and Evanston Business Enterprise Program (M/W/EBE) is to assist such businesses with opportunities to grow. In order to help ensure such growth, the City has established a 25% M/W/EBE subcontracting participation goal for general contractors. However, RFP 15-24, Fundraising Consulting Services for Robert Crown preclude subcontracting opportunities. Therefore, a waiver is granted.

Cc: Erika Storlie, Acting Director of Administrative Services/ Deputy City Manager



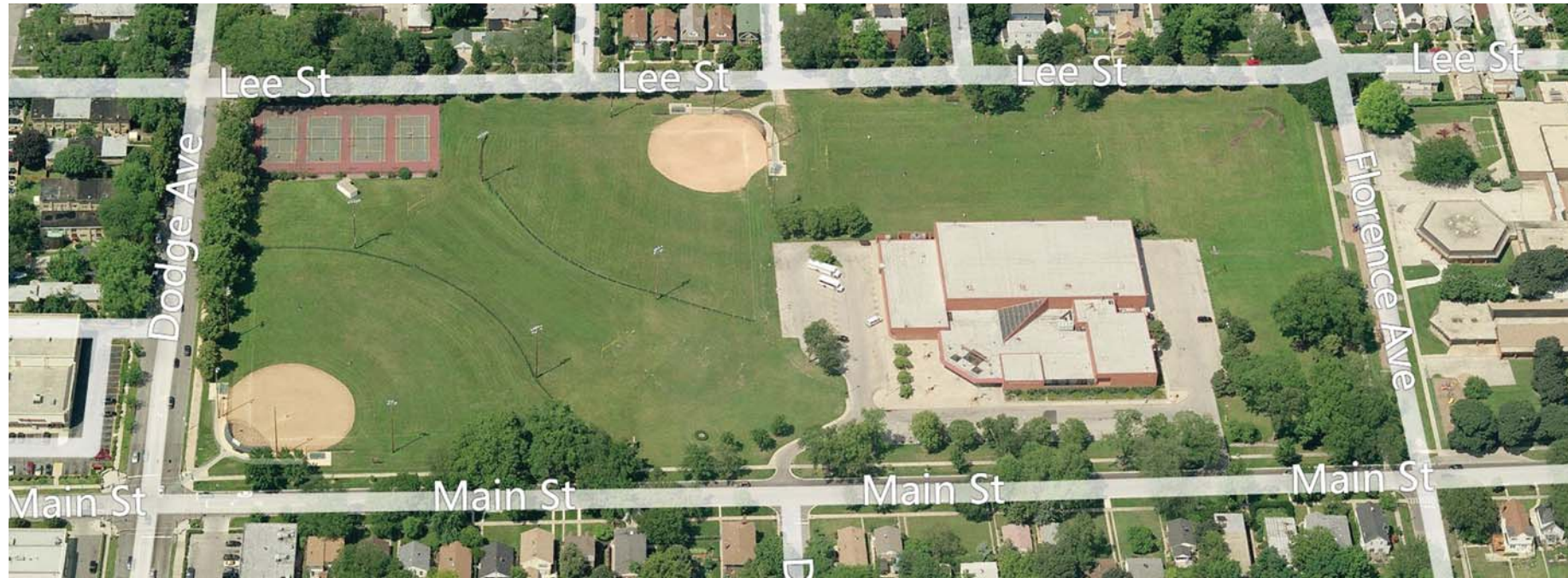
Robert Crown Community Center

Concept Design
October 2014

John Ronan Architects Chicago

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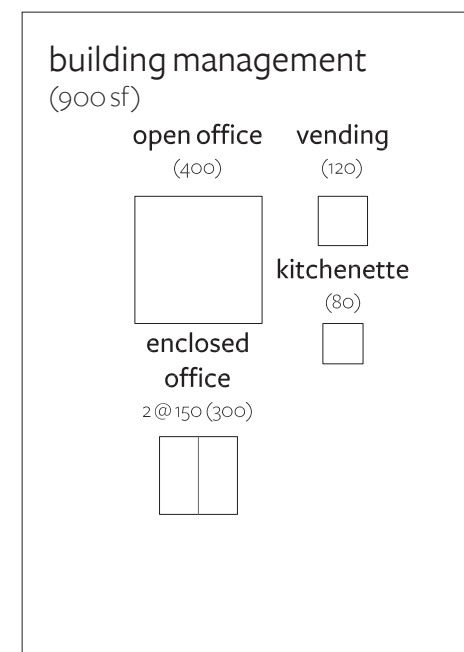
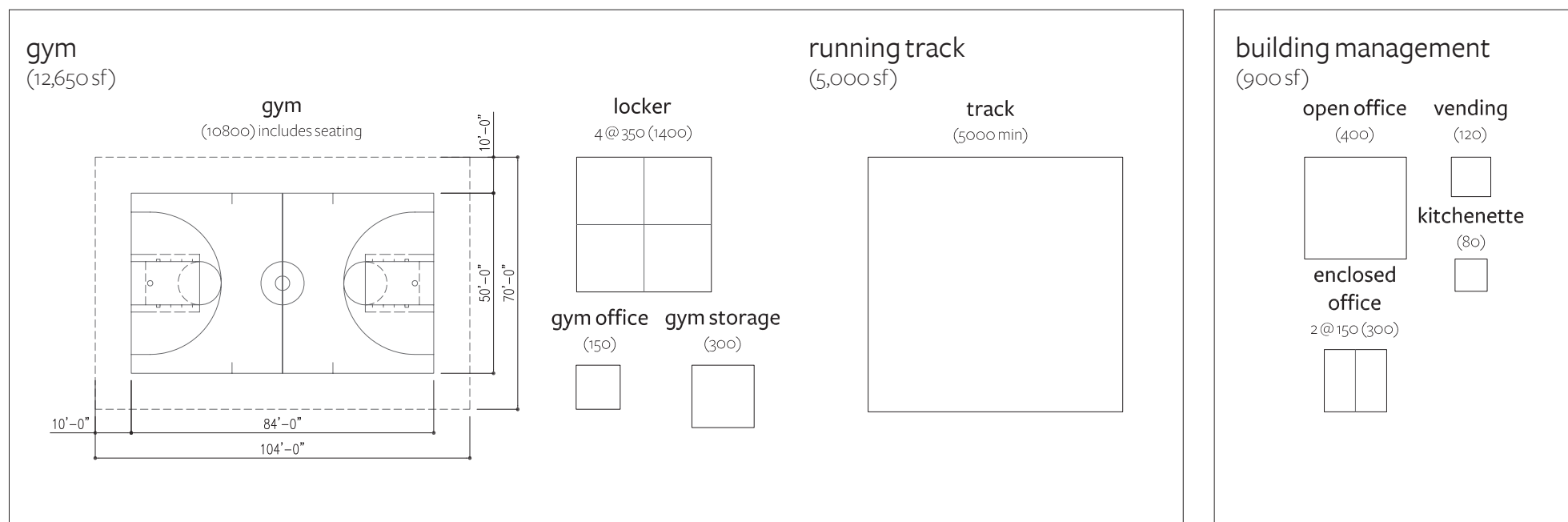
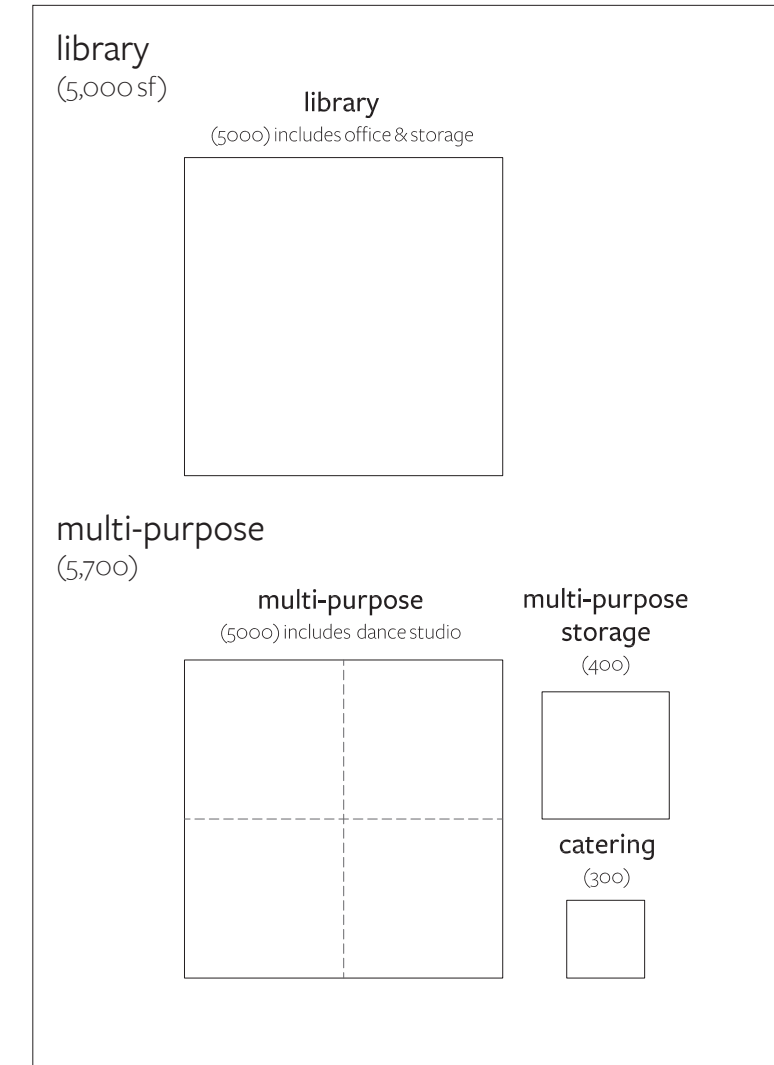
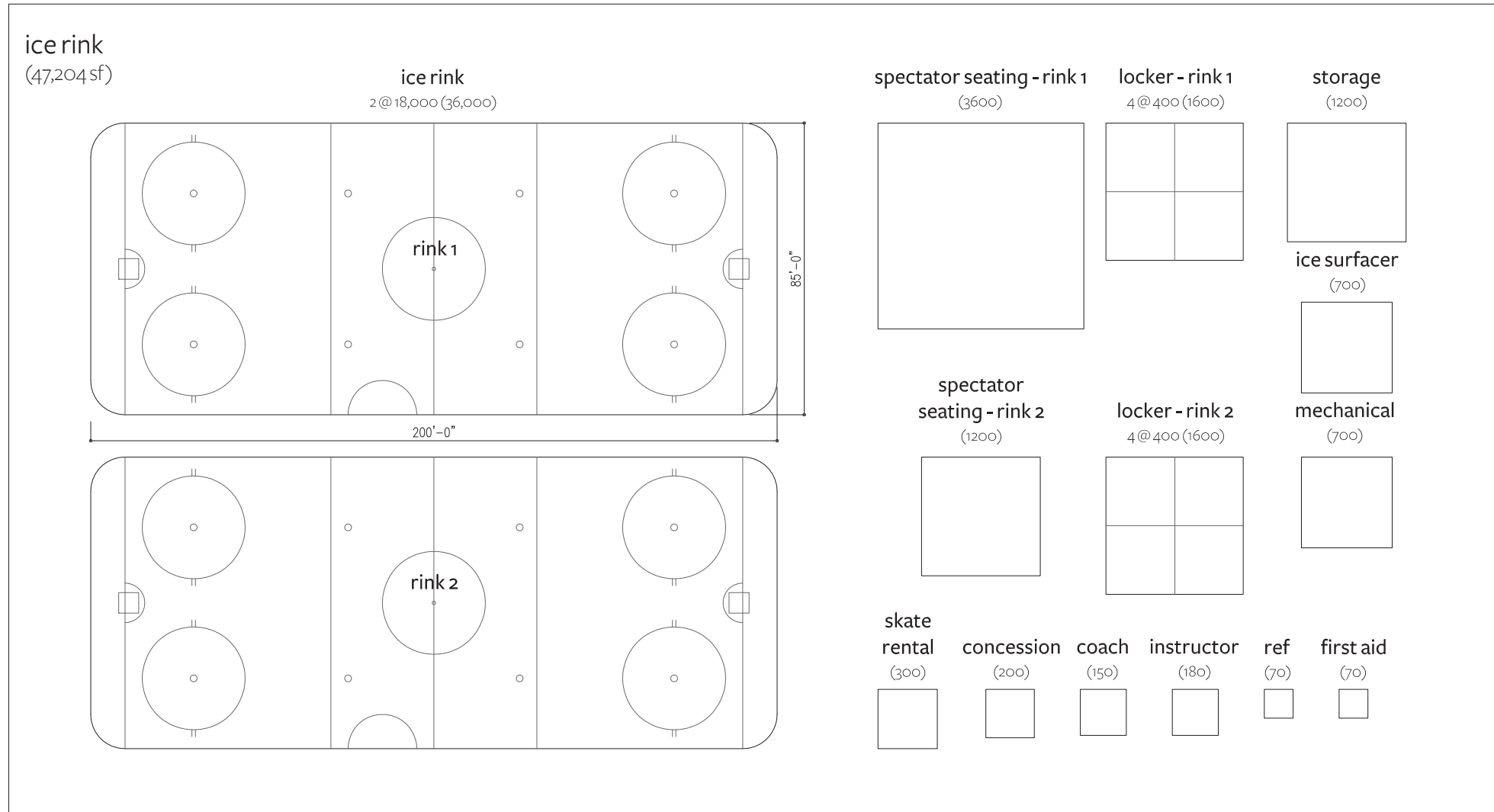


Goals and Objectives

- Support the City of Evanston’s goal to be the most livable city by improving the community’s quality of life
- Provide a wholistic solution to meet aesthetic, functional, and financial needs
- Create a transformative space that is flexible, forward-looking, and community centered
- Develop synergies between various building programs
- Create a welcoming, comfortable, and energetic gathering space for all age groups
- Provide an open flexible space with abundant natural light
- Create an innovative, technologically advanced, and flexible library
- Be sensitive to the context
- Be environmentally friendly and sustainable



Existing Conditions



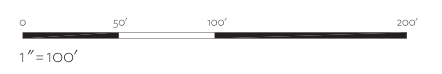
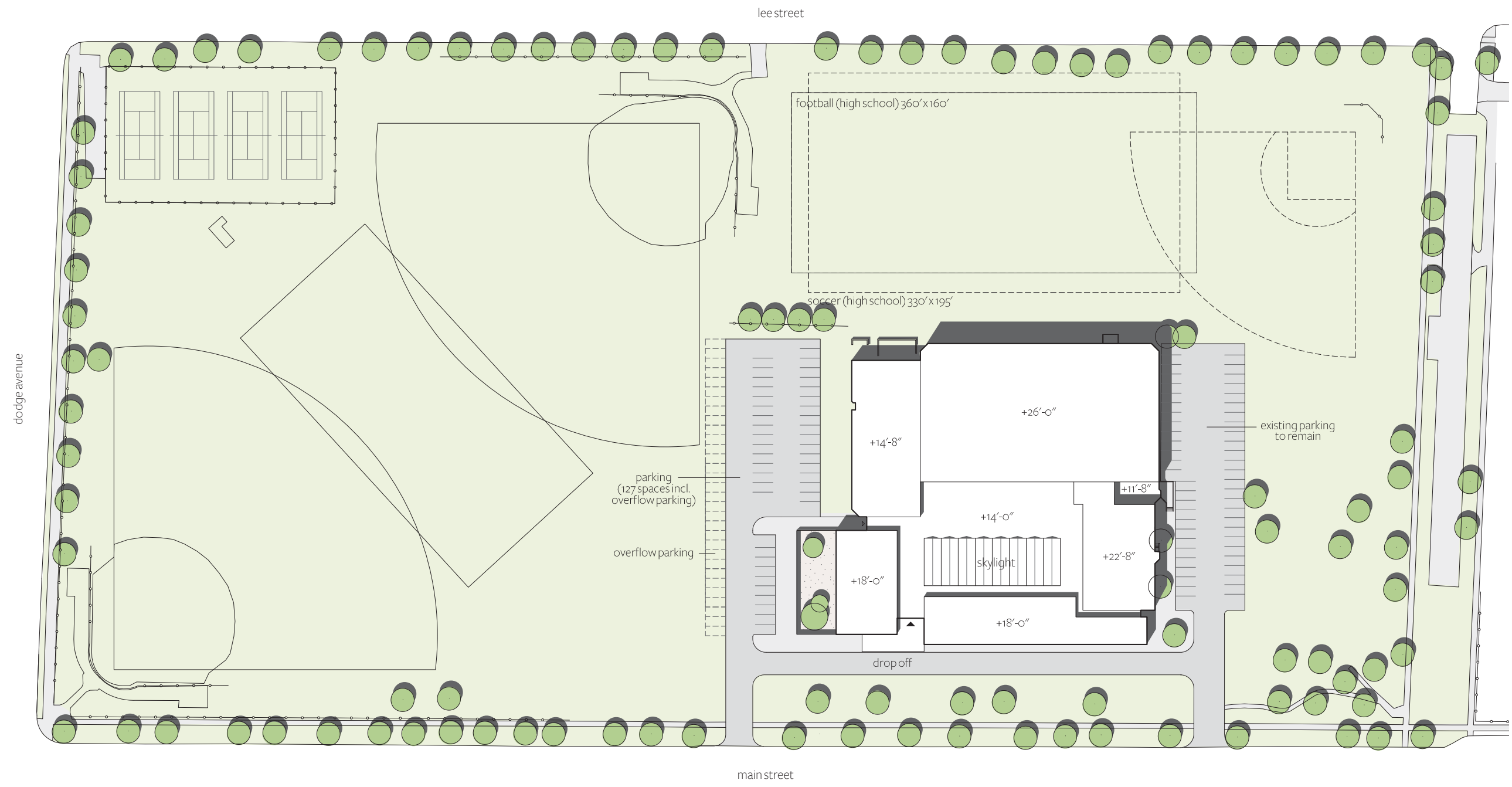
ice:	46,000sf
gym:	12,650sf
library:	5,000sf
multi-purpose:	5,700sf
building management:	900sf
(track*)	(5,000sf)
total:	70,250 NSF x 1.4 = 98,350 GSF

* track not included in total



Design Option 1
Renovation & Addition







Existing Conditions



- Key**
- Existing Construction to Remain
 - New Construction
 - Outdoor Reading Garden

existing:	45,000 sf
addition/renovation:	26,490 sf
outdoor reading garden:	3,230 sf
total:	74,720 sf

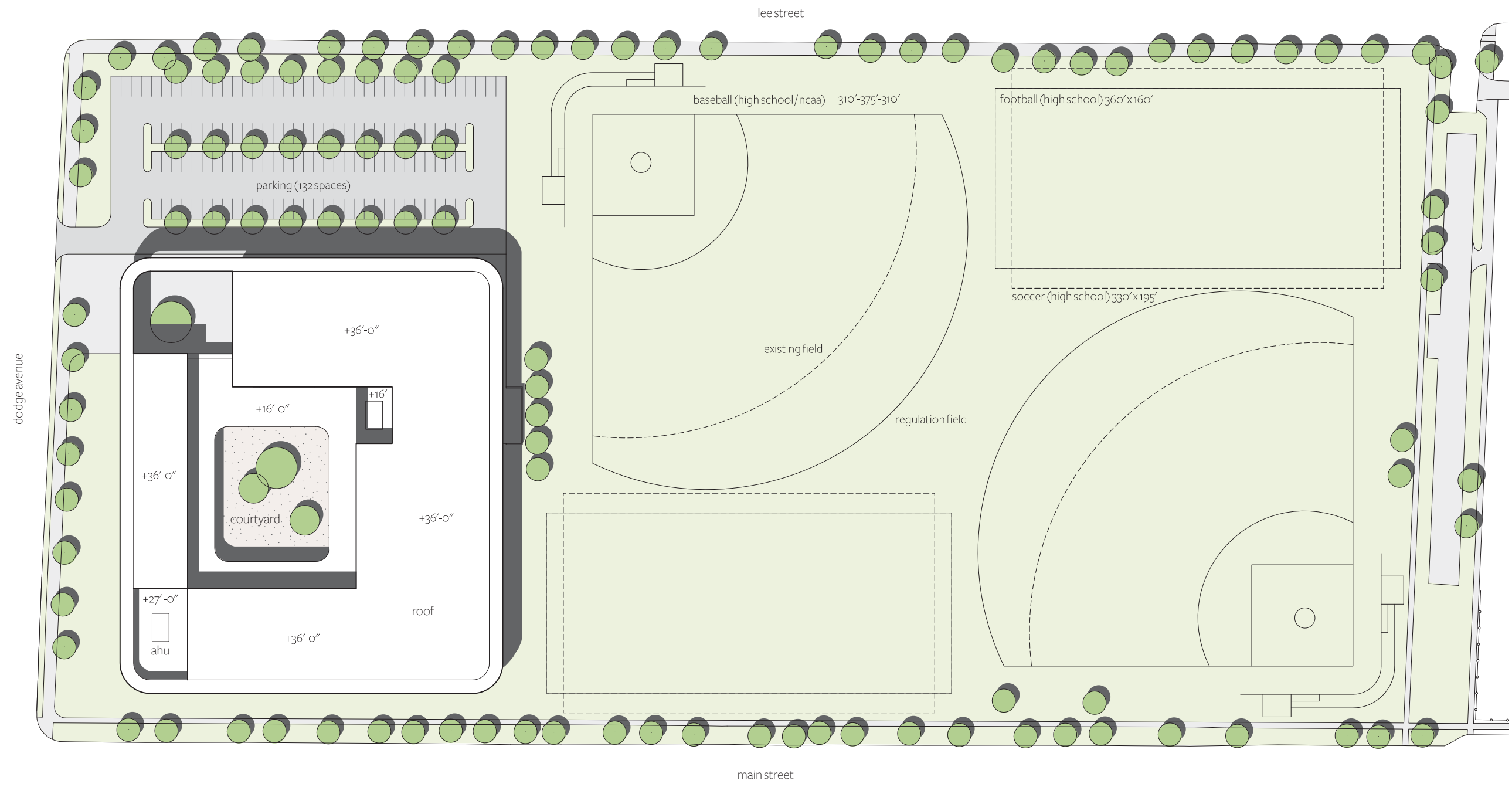






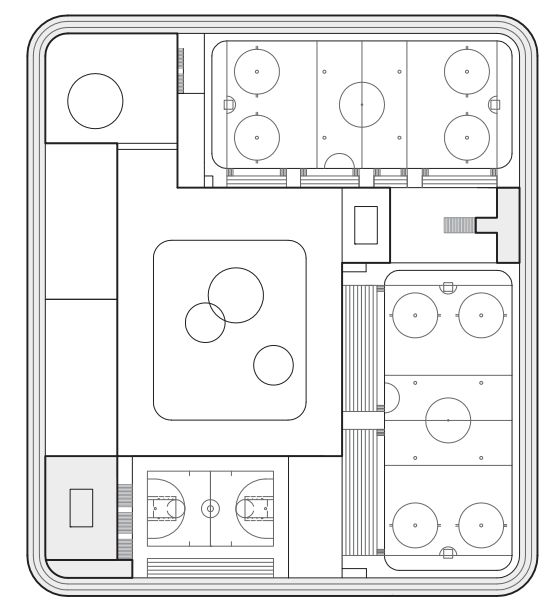
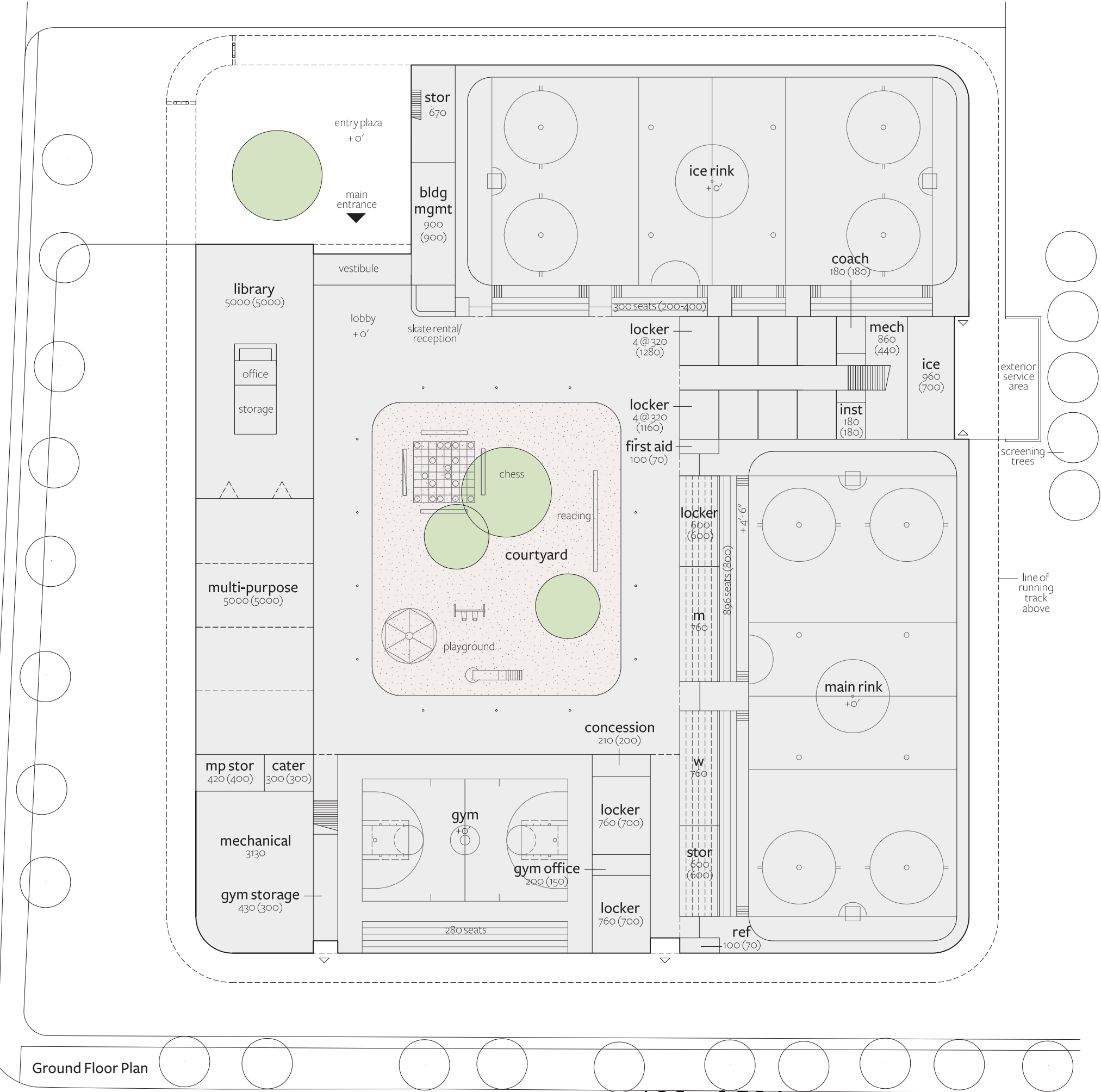
Design Option 2
New Building





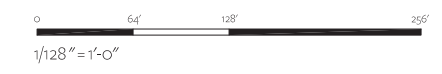


dodge avenue



Track Level

one lap around outer lane: 1395'
 400 meters = 0.94 laps
 1 mile = 3.78 laps



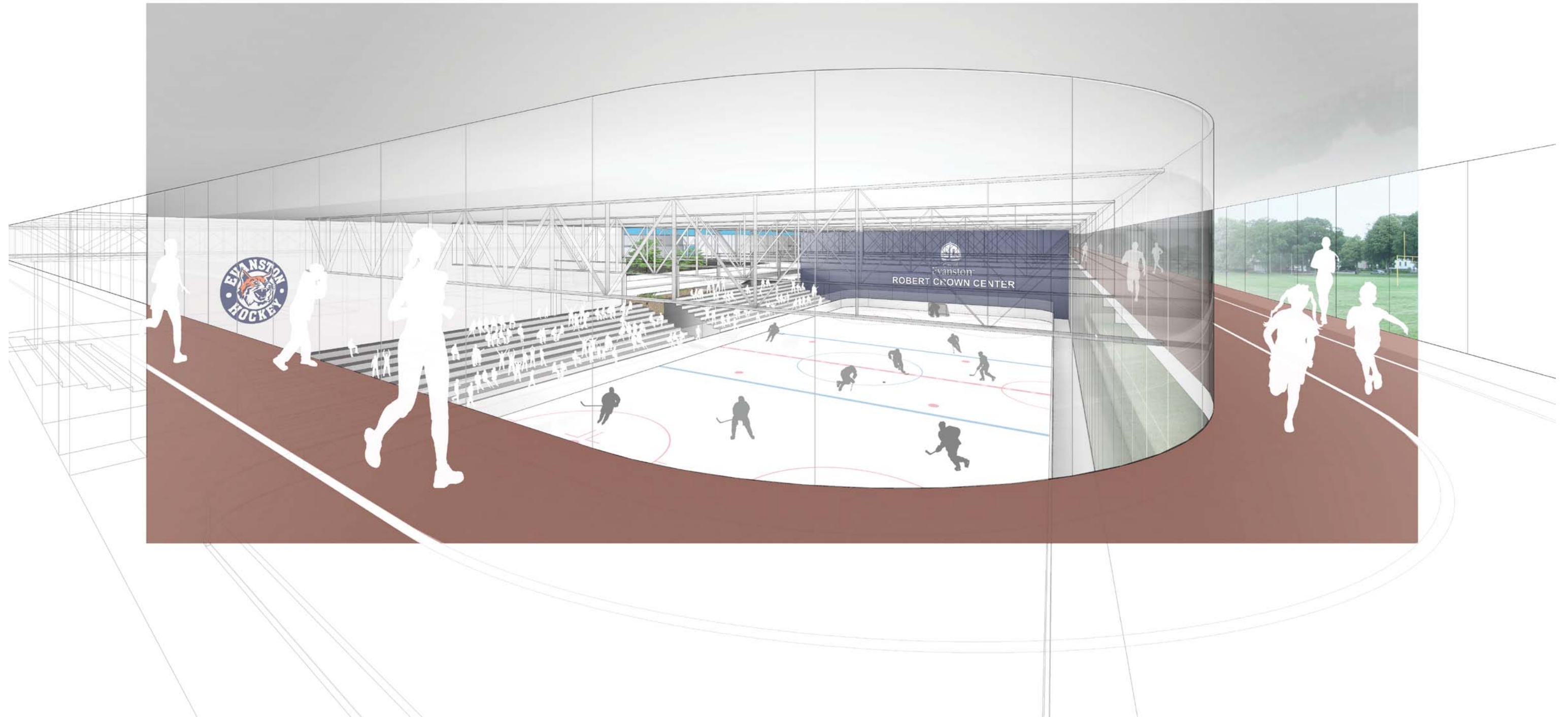
ground floor:	95,430 sf
track level:	17,980 sf
total:	113,410 sf



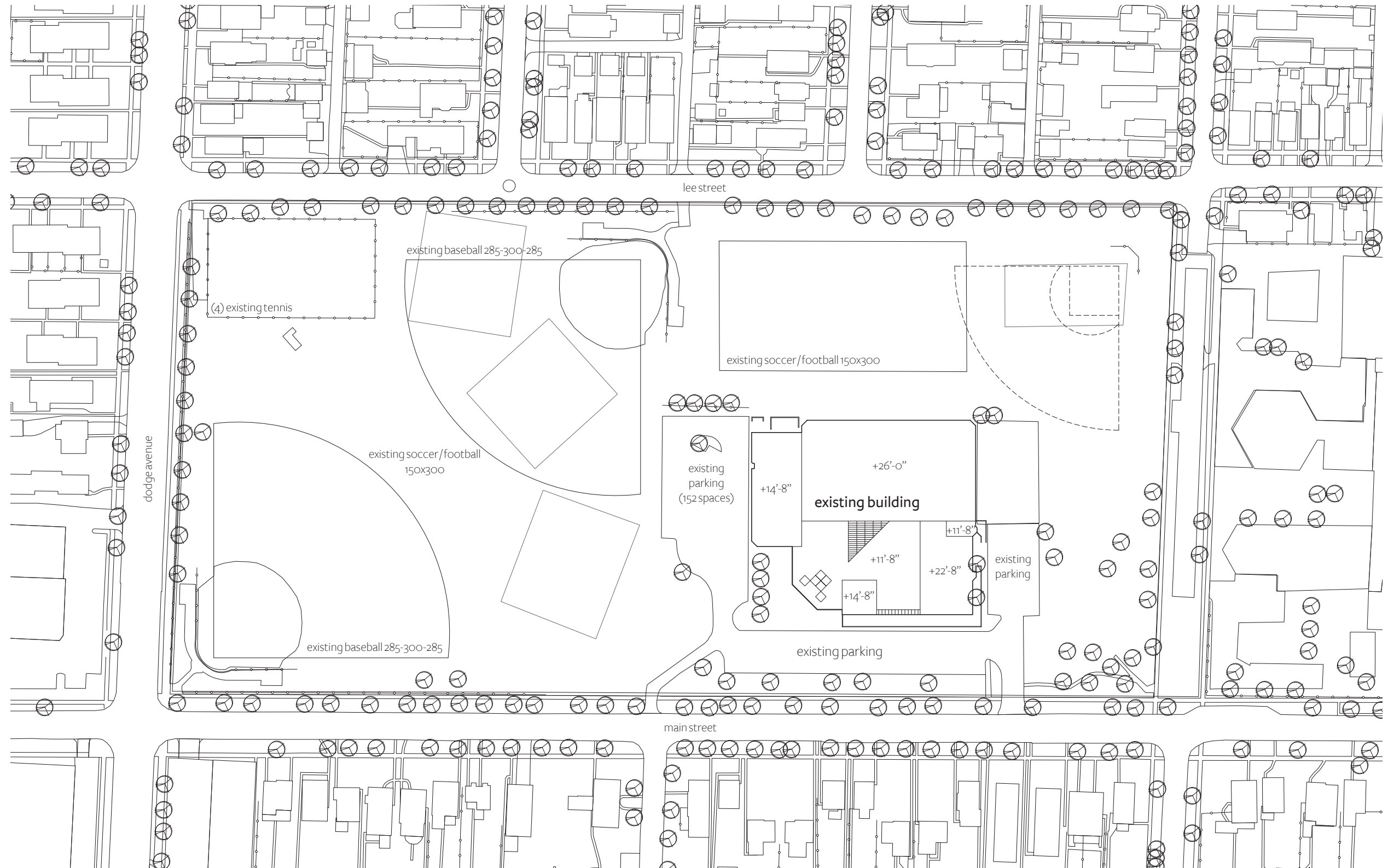
October 2014

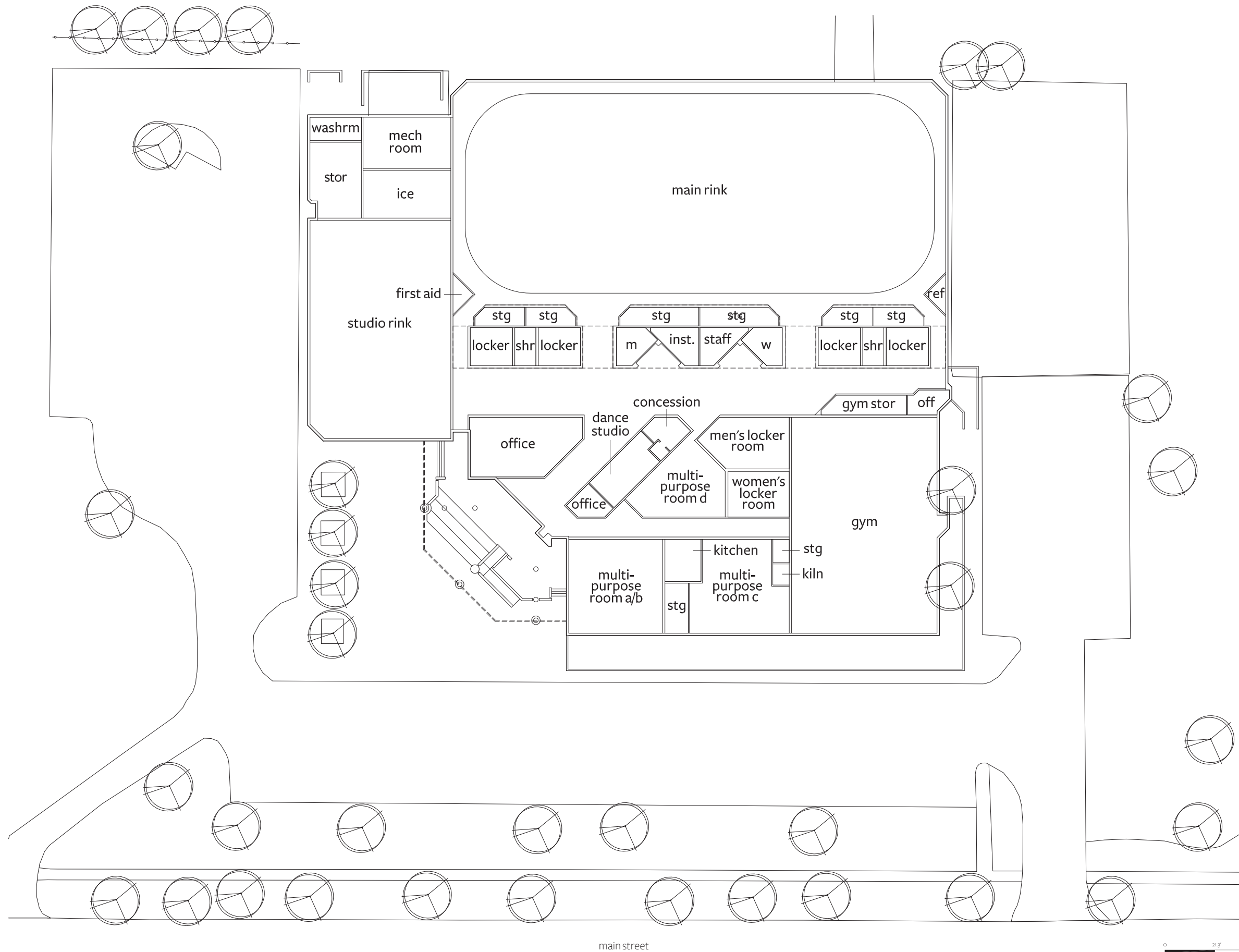
Ground Floor Plan





Appendix





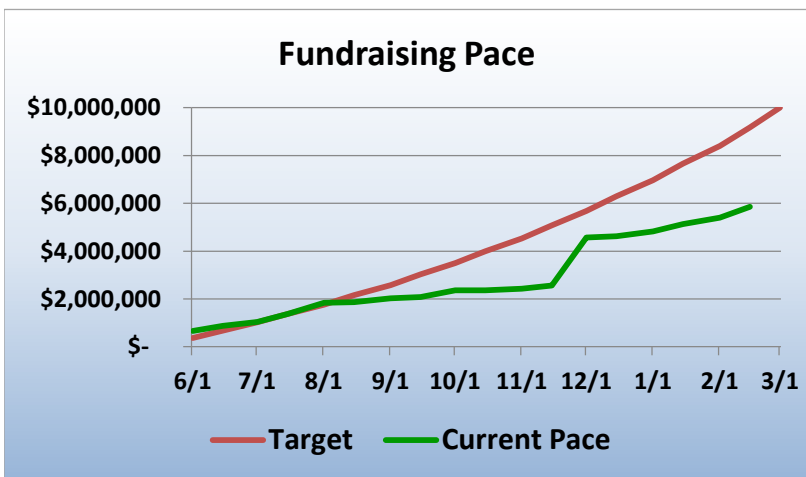
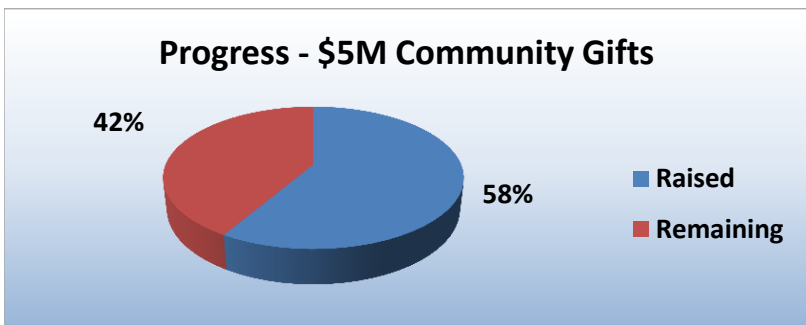
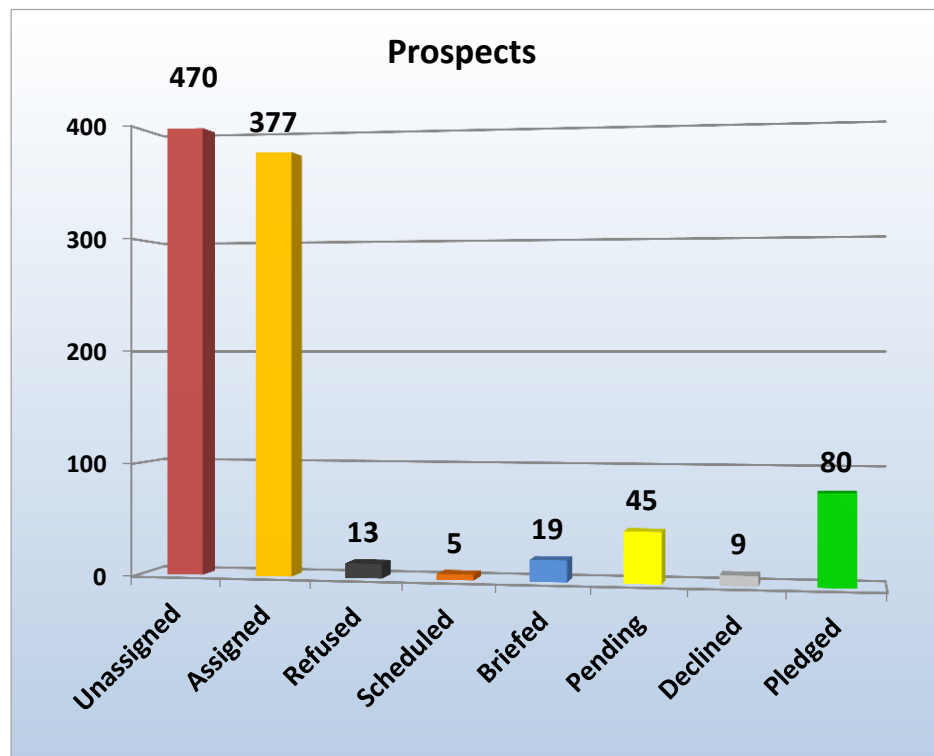
Robert Crown Community Center Campaign

DASHBOARD

2/22/2017



Campaign Totals	
Community Gifts & Pledges	\$2,924,800
Dollar-for-Dollar Matching Gift	\$2,924,800
<i>Full Matching Commitment</i>	<i>(not public)</i>
TOTAL GIFTS & PLEDGES	\$5,849,600
City & Library Bond Financing	\$12,500,000
COMBINED GRAND TOTAL	\$18,349,600



Benchmarks	Requests	Raised
January 1, 2017	80	\$6,800,000
January 15, 2017	95	\$7,600,000
February 1, 2017	115	\$8,400,000
February 15, 2017	140	\$9,200,000



Laura M. Aikens
Senior Vice President

February 13, 2017

Martin Lyons
Assistant City Manager/Chief Financial Officer
City of Evanston
2100 Ridge Ave.
Evanston, IL 60201

Dear Marty:

Thank you again for the privilege to partner with the City of Evanston, the Evanston Public Library, and a diverse coalition of community leaders on the campaign for a reimagined Robert Crown Community Center, Park, and Library Branch. It has been CCS's pleasure to work with you and the City in advancing the campaign.

Congratulations on all that has been accomplished to date. Since the fall of 2015, the campaign for a reimagined Robert Crown Community Center has achieved tremendous success, securing over \$7.9 million in total commitments. To date, we have:

- Solicited and secured a transformative \$5 million matching grant
- Negotiated and secured a \$1 million institutional program partnership agreement
- Secured \$1.9 million in gifts and pledges from individuals, families, and local organizations
- Grown the campaign's list of prospects to include more than 770 individuals, families, and organizations with over \$50 million in giving potential
- Created a vital non-profit community organization, Friends of the Robert Crown Center
- Leveraged our fundraising progress to facilitate the formation of the Project/Design Committee and the selection of an architectural firm
- Unified a diverse and somewhat factional assembly of community leaders, elected and appointed officials, and volunteer advocates—with all parties now working together to realize a common vision

PROPOSAL FOR CONTINUED SERVICE

Momentum is in place, and the activities over the past ten months have laid a foundation for the ultimate success of the campaign. CCS proposes an extension of full-time, on-site campaign management services beginning on February 27, 2017 and continuing for a period of four months.

To support the last phases of the campaign, we would continue to pursue the original "community" goal of \$3-\$5 million, recognizing the original 18-24 month timeline and the

historic achievement of the match. CCS proposes a continuation of our previous scope of services which includes the following deliverables:

- **Strategic campaign guidance** – CCS will continue to provide strategic guidance, benchmark setting, and measurement to ensure that the established campaign momentum continues forward.
- **Continued case and collateral development** – CCS will continue to revise, enhance, and recreate case for support materials and other campaign collateral including naming opportunities and campaign policies. We will partner with and mentor staff members and volunteers throughout this process in order to continue to grow the team’s campaign capacity.
- **Leadership development** – CCS will assist the City in further developing and executing its volunteer leadership plan. CCS will continue to provide thought partnership, advice, and best practices as it relates to approaching top prospective donors and requesting major multi-year commitments.
- **Campaign direction** – CCS will continue to provide day-to-day management, implementation, and oversight of campaign activities.

Professional Fee: In recognition of our long-standing partnership, CCS will provide a “good-faith” reduction in fee to \$32,000 per month. This amount is \$1,000 lower than the negotiated fee for the first 12 months, and \$3,000 lower than CCS's current standard fee of \$35,000. The total fee for four months of extended full-time, on-site campaign management services is \$128,000, payable in monthly installments as services are rendered. The only additional costs would be for local transportation for the on-site director and executive travel costs.

SUPPORTING THE COMMUNITY GIFT PHASE

At the conclusion of the study, CCS recommended a 12- to 24-month timeline. Outlined below are the remaining campaign activities originally slated for year two of the fundraising effort. Please note the increase in the intensity of activity as the community phase becomes public and moves forward. Please also note that in consultation with city leadership, CCS and the campaign team have already begun to engage in select public activities on an accelerated schedule – and will continue to aggressively pursue public outreach strategies and tactics during this contract extension period.

Timeline/Phase	Campaign Activities
January 2017 – June 2017 <i>Major Gift Phase</i>	Gift Requests <ul style="list-style-type: none"> ▪ Continue solicitation of next 50 prospects ▪ Rate and prioritize prospects of \$25K+ ▪ Develop solicitation strategies for Major Gifts ▪ Develop solicitation strategies for corporations and foundations ▪ Prepare personalized gift request proposals for each prospect

	<p>Prospect Identification and Cultivation</p> <ul style="list-style-type: none"> ▪ Continue to invite prospects to cultivation events, such as briefings and meetings ▪ Host private lunches and dinners with campaign leaders, top donors, and prospects ▪ Tours of the Robert Crown Community Center
<p>July 2017 – January 2018 <i>Community Gift Phase (Public Phase)</i></p>	<p>Gift Requests</p> <ul style="list-style-type: none"> ▪ Continue solicitation of remaining prospects ▪ Rate and prioritize prospects of \$10K or below ▪ Develop solicitation strategies for Public Phase prospects ▪ Prepare personalized gift request proposals for each prospect <p>Prospect Cultivation</p> <ul style="list-style-type: none"> ▪ Continue to invite prospects to cultivation events, such as briefings and meetings ▪ Host private lunches and dinners with campaign leaders, top donors, and prospects ▪ Organize and conduct campaign events, including receptions, town hall meetings, house parties, information sessions, and tours of the Robert Crown Community Center

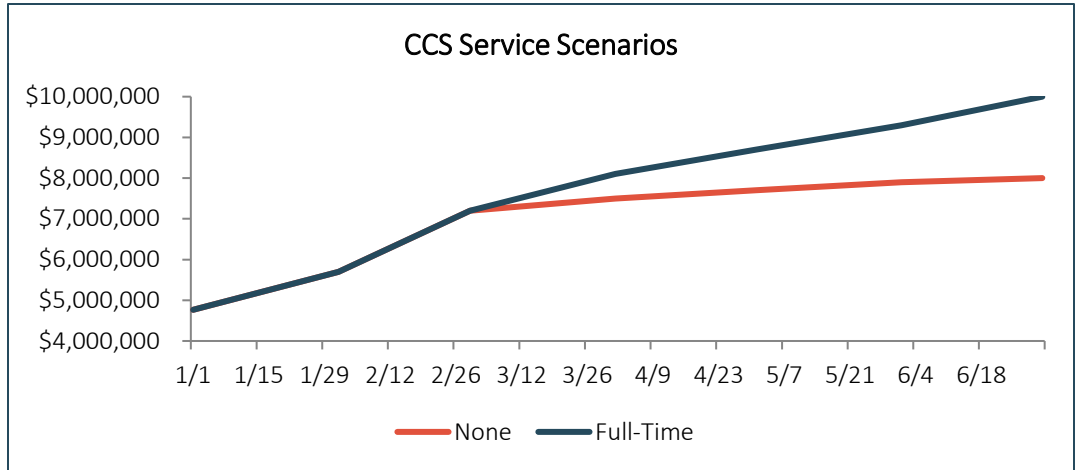
At the end of this extended contract period, CCS would work with you and the City to assess the potential activities beyond the next four months, and identify the most appropriate level of service to support the last months of the campaign timeline.

OUR OUTLOOK

Though the campaign has achieved significant early success, there is tremendous potential yet to be tapped. To date, the team has secured decisions from less than 9% of its identified prospects. Those families, individuals, and organizations who have not yet received requests represent over \$40 million in giving potential.

CCS believes the campaign has reached a critical and exciting juncture. The coalition has built incredible momentum to this point, and by so doing has earned a wonderful opportunity to positively impact the community for generations. To take advantage of this momentum and this moment, CCS recommends the campaign coalition take all possible steps to continue and accelerate fundraising activity.

Though it is impossible to project fundraising scenarios with certainty, CCS can advise unequivocally that pledges and gifts will slow significantly without professional counsel engaged or full-time fundraising staff employed. The following are example projections to aid your decision-making process. Though imprecise, these estimates are based on known solicitations currently in progress as well as relevant examples from prior CCS engagements.



CONCLUSION

If this approach is agreeable, this letter can serve as an agreement between the City of Evanston and Community Counselling Service Co., LLC (CCS Fundraising) for full-time campaign management services for four months beginning on February 27, 2017 and ending on June 23, 2017. Other than the reduction in fee to \$32,000 per month, all other terms and conditions of our most recent contract dated August 11, 2015 remain the same.

Please sign and return a copy to Community Counselling Service Co., LLC and retain one copy for your files. Thank you again for the opportunity to continue our work with you.

Sincerely,

Laura M. Aikens
Laura Meengs-Aikens

Name

Signature

Title

Date

Name

Signature

Title

Date