

6. Scope of Work

6.1. Volusia County's ECHO Vision 2040: A Strategic Blueprint for Environmental, Cultural, Historic, and Recreation Enhancement

Project Overview: Volusia County is seeking a qualified vendor to develop a comprehensive strategic plan for the ECHO (Environmental, Cultural, Historic, and Outdoor) program. The plan will guide the program's future growth, funding allocations, and project development through 2040, ensuring its continued effectiveness in enhancing the quality of life for county residents.

The ECHO program provides grant funding to support environmental, cultural, historic, and recreational projects across Volusia County. Since its inception in 2000 and renewal in 2020, the program has funded numerous initiatives that have preserved natural and cultural resources while creating meaningful recreational opportunities. This strategic plan will help evaluate the program's achievements, address future community needs, and refine the processes for effective program delivery.

Objectives:

- Assess current ECHO-funded assets and identify gaps in amenities.
- Engage community stakeholders and collaborate with key partners to gather input on future project priorities.
 - This would include focus groups, online surveys, workshops and/or forums
- Develop a long-term vision and strategic roadmap for the program through 2040.

Tasks:

A. Analysis of Current ECHO Assets/Grant Process

- Review and assess the inventory of existing ECHO-funded projects to determine their effectiveness, usage, and any gaps in service or amenities.
- Review current grant process and gather feedback from stakeholders on process improvements.
- Identify areas within the county that may be underserved in terms of environmental, cultural, historical, and recreational projects.
- Deliverable: A comprehensive analysis report on the state of current ECHO assets and processes, identifying strengths, weaknesses, and gaps.

B. Future Project Identification

- Collaborate with key stakeholders, including municipalities, nonprofit organizations, and community groups, through focus groups and workshops to identify and prioritize future project needs.
- Facilitate discussions to understand regional variations in needs and ensure broad geographic distribution of future ECHO projects.
- Deliverable: A prioritized list of potential future projects based on community input and stakeholder feedback.

C. Community Engagement

- Conduct online surveys and community outreach to gather insights from residents regarding their expectations for future ECHO-funded projects.
- Organize public workshops and forums to ensure diverse community participation and feedback, including input from underserved populations.
- Deliverable: A summary report detailing community engagement efforts, and the feedback collected from residents.

D. Long-Range Vision and Implementation Plan

- Develop a strategic vision that aligns with ECHO's mission of promoting environmental stewardship, cultural preservation, and outdoor recreational opportunities.
- Create a detailed implementation plan that outlines how the identified future projects will be prioritized, funded, and developed over the next 20 years.
- Deliverable: A comprehensive long-range vision and strategic roadmap, including key milestones and resource allocation plans.

E. Presentations to ECHO Advisory Committee and Volusia County Council-

Awarded firm shall be prepared to present findings, in person, to the ECHO Advisory Committee and Volusia County Council.

ECHO Vision 2040 Strategic Plan

Scope of Work Evaluation & Compliance Analysis

Executive Summary

This document evaluates the deliverables provided by TPMA against the contracted Scope of Work for the ECHO Vision 2040 Strategic Plan. The evaluation confirms that all scope requirements have been met or exceeded, with TPMA delivering the most comprehensive stakeholder engagement effort in ECHO's 25-year history.

Scope of Work Compliance Table

The following table provides a detailed crosswalk between each Scope of Work component and how it was accomplished in the Final Strategic Plan document.

Scope Component	How Accomplished	Plan Reference	Status
TASK 1: Analysis of Current ECHO Assets/Grant Process			
Review and assess inventory of existing ECHO-funded projects	Survey asked residents about 527 specific ECHO projects they visited and valued. Results identified most visited (trails, parks) and highest satisfaction (environmental learning facilities). Detailed project counts by category provided.	Strategic Plan pp. 17-22, Tables 2-4; Survey Results pp. 9-32	Complete
Determine effectiveness, usage, and gaps in service	82.5% of residents report ECHO enhances quality of life. 63.9% say ECHO meets household needs (up 14.3% from 2022). Key gaps identified: awareness (only 40% familiar), accessibility for nonprofits, DCE transparency.	Strategic Plan pp. 3-5, 9, 14-16; Executive Summary	Complete
Review current grant process and gather feedback	52 stakeholder interviews with grantees, grant writers, municipalities, and nonprofits. Identified barriers: complex applications, upfront costs for nonprofits, lengthy reporting periods. Specific process improvements recommended.	Strategic Plan pp. 36-42; Stakeholder Interviews; Recommendations pp. 67-75	Complete
Identify underserved areas	Geographic analysis through survey demographics (Table 5) and stakeholder input. Regional distribution concerns documented. Strategies developed to ensure broad geographic equity in future projects.	Strategic Plan pp. 20-21, 31; Survey Demographics	Complete
Deliverable: Comprehensive analysis report	Final Strategic Plan includes complete analysis of program strengths (quality projects, staff support), weaknesses (application complexity, awareness), and gaps (nonprofit accessibility, DCE oversight, maintenance sustainability).	Strategic Plan pp. 3-5 (Executive Summary); Full report 103+ pages	Complete
TASK 2: Future Project Identification			
Collaborate with key stakeholders through focus groups and workshops	Two collaborative Design Sprints conducted with 25 stakeholders to co-develop strategic solutions. 52 individual/group interviews with municipalities, nonprofits, and community groups.	Strategic Plan pp. 33-55; Appendix B (Stakeholder List); Design Sprint methodology p. 34	Exceeded
Identify and prioritize future project needs	Survey asked open-ended questions about desired future projects. 278 specific project ideas collected and categorized by type: Recreation (143), Environmental (61), Cultural (53), Historical (21).	Strategic Plan pp. 27-30; Tables showing project priorities	Complete
Facilitate discussions on regional variations	Stakeholder interviews specifically addressed regional distribution concerns. Survey captured geographic data. Recommendations include strategies for geographic equity and connectivity priorities.	Strategic Plan pp. 20-21, 35; Stakeholder themes throughout	Complete
Deliverable: Prioritized list of future projects	Seven priority areas identified: (1) Connectivity & Access, (2) Environmental Stewardship, (3) Application & Nonprofit Equity, (4) Transparency & Oversight, (5) Marketing & Awareness, (6) Maintenance & Sustainability, (7) Strategic Partnerships.	Strategic Plan pp. 4, 27-30; Priority matrix p. 4	Complete
TASK 3: Community Engagement			
Conduct online surveys	Countywide resident survey conducted in March 2025 with 1,585 responses achieving $\pm 2.46\%$ margin of error at 95% confidence level. Survey available in English and Spanish. Most comprehensive community survey in ECHO history.	Strategic Plan pp. 7-32; Methodology pp. 8; Appendix A (Survey Questions)	Exceeded
Community outreach to gather resident insights	Multi-channel distribution: County social media, stakeholder emails, library QR code flyers, press release in Daytona Beach News-Journal, partner organizations. Paper surveys were also available.	Strategic Plan p. 8; Distribution methodology detailed	Complete

Scope Component	How Accomplished	Plan Reference	Status
Organize public workshops and forums	Two Design Sprint workshops conducted with diverse stakeholder groups. 85 total participants engaged across three-tier participation structure (Design Sprints, Interviews, Survey).	Strategic Plan pp. 34-35; Participation Tiers explained	Complete
Include underserved populations	Survey captured demographics including disability status, income levels, age ranges, and geographic distribution. Spanish language survey provided. Stakeholder list included diverse community voices.	Strategic Plan pp. 30-32; Tables 6-10 (Demographics)	Complete
Deliverable: Summary report of engagement efforts	Complete Community Engagement section (pp. 7-32) details methodology, response rates, analysis, and findings. Stakeholder Engagement section (pp. 33-55) documents all interviews and workshops.	Strategic Plan pp. 7-55; Appendices A-D	Complete
TASK 4: Long-Range Vision and Implementation Plan			
Develop strategic vision aligned with ECHO mission	Five strategic goals established: (1) Marketing & Engagement, (2) Application & Grant Terms, (3) Direct County Expenditure, (4) Program Infrastructure, (5) Advisory Committee. 30 total recommendations developed.	Strategic Plan pp. 56-93; Strategic Roadmap p. 5	Complete
Create detailed implementation plan	Implementation Plan section provides detailed timelines, key performance metrics, and responsible parties for all 30 recommendations. Organized by immediate, short-term (6-18 months), and long-term phases.	Strategic Plan pp. 94-103; Implementation matrices	Complete
Outline project prioritization and funding	Recommendations categorized as Operational (24 items implementable under existing authority) and Policy (6 items requiring Council direction). Budget implications and phased timelines provided for each policy decision.	Strategic Plan pp. 94-102; Policy vs. Operational distinction throughout	Complete
Deliverable: Comprehensive long-range vision and roadmap	Complete 103+ page strategic plan with Executive Summary, Community Engagement findings, Stakeholder Analysis, 30 Strategic Recommendations across 5 goals, and detailed Implementation Plan through 2040.	Full Strategic Plan document; Appendices A-D	Complete

Additional Value Delivered

Beyond the contracted scope requirements, TPMA provided significant additional value through the following deliverables:

Economic Impact Analysis: Estimated \$31.5 million annual economic impact of ECHO-related activity (Strategic Plan p. 3)

Longitudinal Comparison: Survey designed to track changes from 2022 baseline, enabling measurement of program progress over time

Advisory Committee Input: Committee reviewed and provided feedback on all recommendations (documented in ECHO Vision 2040 Strategic Recommendations matrix)

Guidebook Enhancements: Three additional procedural recommendations for 2026 ECHO Guidebook (Accelerated Timeline, Design-Build, Design Standards)

Conclusion

TPMA has successfully completed all deliverables specified in the Scope of Work and exceeded expectations in several areas, particularly community engagement (1,585 survey responses) and stakeholder collaboration (52 interviews, 2 design workshops with 16 stakeholders). The ECHO Vision 2040 Strategic Plan represents the most comprehensive stakeholder engagement effort in the program's 25-year history and provides a clear, actionable roadmap for program enhancement through 2040.