

WHITESTOWN PARKS & RECREATION  
**COMMUNITY CENTER FEASIBILITY STUDY**

Qualifications submitted on January 29, 2016



**BROWNING  
DAY MULLINS  
DIERDORF**

PLANNING

LANDSCAPE ARCHITECTURE

ARCHITECTURE

INTERIOR DESIGN

January 29, 2016

Nathan Messer  
Whitestown Municipal Complex  
6210 South 700 East  
Whitestown, Indiana 46075

via email: nmesser@whitestown.in.gov

**Re: Response to RFQ – Whitestown Community Center Feasibility Study**

Dear Mr. Messer,

We have reviewed your requested scope of work for this exciting project, and feel that our team is exceptionally qualified to lead this effort. Community wellness and athletic facilities have been a passion for Browning Day Mullins Dierdorf and myself for over 30 years. We have led the design efforts for similar projects in Central Indiana, surrounding states, and the United States.

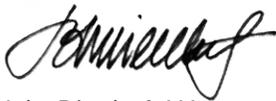
We are very enthusiastic about this study and our Indiana-based design team, with national recreation and athletics design, programming, and management experience, is poised to assist Whitestown in realizing your full vision for this center. Our process integrates public and stakeholder engagement throughout, and as such, will help ensure that the final product is supported by strong community consensus.

Our highly qualified design team has been assembled specifically for this project, and has an extensive fitness and wellness portfolio of projects for YMCAs, healthplex projects and university recreation centers, the critical technical capabilities and the manpower capacity to meet the stated scope. We have a proven record of successful collaboration on similar projects, including those where partnerships are critical to implementation. Our experience in this specialized field will allow us to proactively address any challenges discovered during the planning process, saving the Town time, headaches, and most importantly, money!

As a local Indianapolis team with national and international exposure, and iconic project experience, we hope that you will find us worthy of your time to discuss this wonderful opportunity face to face. I am available to answer any questions you may have concerning this proposal.

Sincerely,

BROWNING DAY MULLINS DIERDORF



John Dierdorf, AIA  
Sports Designer & Principal-in-Charge  
jdierdorf@bdmd.com



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## FIRM INTRODUCTION

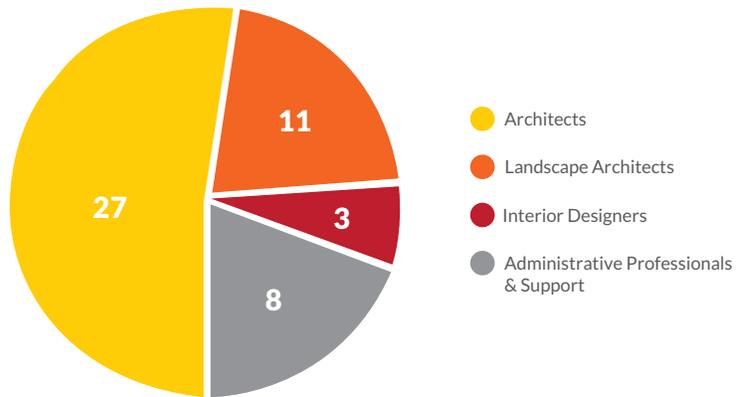
**Name:** Browning Day Mullins Dierdorf  
**Address:** 626 North Illinois Street  
Indianapolis, Indiana USA 46204  
**Structure:** S Corp

**Contact:** John Dierdorf, AIA  
**Email:** jdierdorf@bdmd.com  
**Phone:** 317.635.5030  
**Website:** www.bdmd.com



Founded in 1967, Browning Day Mullins Dierdorf is one of the leading architectural, planning and landscape architectural design firms in Indiana. The combined experience of our design professionals has enabled us to build a broad practice of projects. Our firm has been recognized and honored with over 200 awards for corporate, commercial, residential, landscape design, academic, sports, healthcare, government and sustainability design.

For decades, we have achieved an expertise in new site and building construction, additions/renovations, historic preservation/adaptive reuse and sustainability design. We are a creative class of collaborative professionals who take great care in each step taken toward the final design. Client and public participation is embraced so that the design reflects and expands the project vision. It is your project.



Browning Day has a strong commitment to client service, design excellence and quality planning contract documents. We believe effective design must reflect something true about our clients and the individual users. Our design is directed toward our clients' individual needs, not those of a mass audience, which is evident in the diverse appearance of our projects.

## FIRM INTRODUCTION

Browning Day is a creative class of collaborative professionals who care about each step taken toward a design solution. Client and public participation is embraced so that the study reflects and expands your vision of a recreation center in Whitestown, Indiana.

A true test for success is the many long lasting client friendships that have continued beyond this creative adventure and the built solution. Our office is a creative center for design where clients and project leadership are routinely engaged to enjoy a full range of original concepts. We believe that Browning Day is ideally suited to serve you in this study for the following reasons:

**Projects.** Our sports, recreation and educational work spans most of our 49-year history, and it includes new designs as well as renovation of existing facilities. We bring national experience to the table.

**Senior Level Leadership.** Our leadership team has a solid depth of expertise in this market. Your project leadership needs will not be passed to others who are not as qualified. This provides you with the experience and decisiveness you expect.

**Experience.** Our projects include a number of Indianapolis' YMCA branches, Lucas Oil Stadium, as well as other wellness and recreation projects from a variety of universities, healthcare centers and sports facilities.

**Creativity.** Our reputation for creativity comes from years of experience in designing the best solution for the specific need of each client. Our buildings do not at all look alike because our clients are not all alike. We understand your needs, desires and budget, and we will contribute a feasibility study that will provide a creative solution to meet those requirements.

**Commitment.** We are committed to the success of this project. We pledge to provide the extra effort it takes to develop a plan that will yield positive results for the next phase of your project. Browning Day has a very interactive, partnered-design process that we are anxious to share with you. It is a process that connects us with all the important details of your project needs and encourages your input. Together with our consultants, our team will provide Whitestown with a state-of-the-art feasibility study and a strong commitment to client service, design excellence and quality planning contract documents.



## FIRM INTRODUCTION

We believe in a holistic approach to community and recreation design that goes beyond the built environment to create an atmosphere where athletes, fans and community members create lifelong memories. Our designs inspire and empower athletes and amateurs alike to train and perform at their very best. The variety of venues designed include stadia, arenas, gymnasiums, natatoriums, tennis complexes, outdoor playing fields and even for the Olympic sports.



### **NATATORIUM & FAMILY AQUATIC**

2004 World Swim Championship Venue, Conseco Fieldhouse  
University of Louisville Wright Natatorium<sup>1</sup>  
Indiana University Purdue University Indianapolis Natatorium  
Lieber State Park Family Aquatic Center  
Princeton University, DeNunzio Pool  
Federal Way Aquatic Center  
University of Kentucky Aquatic Center



### **ARENA, STADIUM & GYMNASIUMS**

Lucas Oil Stadium<sup>2</sup>  
Ball State University Worthen Arena  
University of Louisville Ulmer Stadium, Cardinal Park  
Indiana University Baseball and Softball Stadia  
Victory Field, Indianapolis Indians  
Indianapolis Motor Speedway Control Tower and Seating  
Illinois State University Baseball Stadium  
University of Arkansas Bogle Park Softball Stadium



### **WELLNESS & FITNESS CENTERS**

CityWay YMCA  
Arthur Baxter Branch, YMCA of Greater Indianapolis  
Fishers YMCA, Hamilton County  
Jordan Branch YMCA, YMCA of Greater Indianapolis  
Benjamin Harrison YMCA  
Whitewater Valley Community Center  
University of Arkansas, Bev Lewis Center for Women's Athletics<sup>3</sup>  
Franklin College, Spurlock Center  
Student Recreational Sports Center at Indiana University  
University of Louisville, Exercise Facility, Health Sciences Campus  
Ball State University, Institute for Wellness  
Ball State University, Football Training Facility  
Exercise Facility Health Sciences Campus at the University of Louisville Erie  
Community College Athletic Center (Buffalo, NY)



PROPOSED TEAM



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**Browning Day Mullins Dierdorf**

Planning, Public Facilitation and Architecture

**John Dierdorf, AIA**  
Principal-in-Charge

**Nick Davis, RA LEED AP**  
Project Manager

**Ryan Cambridge, PLA ASLA**  
Recreation Planning & Public Facilitation

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**Midwestern  
Engineers**

MEP & Civil

Jon W. Craig

**PROS Consulting**

Market Analysis & Financial Effort

Neelay Bhatt

**Blundall  
& Associates**

Cost Estimating

Martyn Blundall

## RESUME



### JOHN DIERDORF AIA

#### EDUCATION

Ball State University, Bachelor of Architecture

#### REGISTRATION

NCARB #29114  
Indiana #3425

#### COMMUNITY/CORPORATE INVOLVEMENT

College of Architecture, Ball State University, Professional Advisor  
FORUM Credit Union, Chairman (1994-Present)  
Board of Directors (1986-Present)  
Fishers Youth Soccer/Baseball/Basketball League, Coach  
Southeastern Swim Club  
2004 World Swim Championships, Pool Construction Committee  
Nickel Plate Arts, Board Member  
Nickel Plate District, Design Review Committee  
Hamilton East Public Library, Board Member

#### MEMBER

American Institute of Architects  
Indiana Society of Architects  
Indiana Sports Corporation  
Fishers Chamber of Commerce  
United States Golf Association  
Hamilton County Tourism

## SIMILAR PROJECT EXPERIENCE

### Fitness, Healthplex & Wellness Centers

Fishers YMCA, Fishers, Indiana  
CityWay YMCA, Indianapolis, Indiana  
Baxter YMCA, Indianapolis, Indiana  
Bev Lewis Center for Women's Athletics, University of Arkansas, Fayetteville, Arkansas  
Earlon and Betty McWhorter Center for Women's Athletics, Auburn University, Auburn, Alabama  
National Institute For Fitness and Sport, Indianapolis, Indiana  
Reggie Lewis Track and Athletic Facility, Roxbury Community College, Boston, Massachusetts  
USA Gymnastics Training Center, Indianapolis, Indiana  
YMCA Facility Needs Assessment, Greater YMCA of Indianapolis, Indianapolis, Indiana  
City of Carlsbad, CA Parks & Recreation Feasibility Study, Carlsbad, California  
Lower Town Fitness Center, Ann Arbor, Michigan  
Covenant Healthplex, Saginaw, Michigan  
St. Lukes Healthplex, Spokane, Washington

### Sports & Aquatic Facilities

Hancock Stadium, Illinois State University, Normal, IL  
Athletic Complex Master Plan, University of Iowa, Iowa City, Iowa  
Cardinal Park, University of Louisville, Louisville, Kentucky  
Lucas Oil Stadium (Associate Architect), Indianapolis, Indiana  
Student Recreation Sports Center, Indiana University, Bloomington, Indiana  
Worthen Arena, Ball State University, Muncie, Indiana  
Hendrix College Sports Complex, Conway, Arkansas  
Wright Natatorium, University of Louisville, Louisville, Kentucky  
Natatorium, Indiana University Purdue University Indianapolis, Indianapolis, Indiana  
2004 World Swim Championships Venue, Conseco Fieldhouse, Indianapolis, Indiana  
North Lake Swimming Pool, Florida Gulf Coast University, Ft. Myers, Florida

### Government & Civic

Delaware Township Meeting Center, Fishers, Indiana  
Fishers Train Station, Fishers, Indiana  
Hamilton County Courthouse Interior Renovation, Noblesville, Indiana  
United States Courthouse, Hammond, Indiana  
Indiana Air National Guard Dining/Medical Training Facility, Fort Wayne, Indiana  
Indiana Convention Center Phase II & Phase IV Expansion, Indianapolis, Indiana  
Noblesville City Hall, Noblesville, Indiana  
Fort Benjamin Harrison PX/Commissary, Lawrence, Indiana  
Washington Street Beautification, Indianapolis, Indiana

## RESUME



### NICK DAVIS RA, LEED AP

#### EDUCATION

Ball State University, Bachelor of Arts in Architecture, 1992

Bachelor of Science in Environmental Design, 1992

#### REGISTRATION

Indiana #AR10300110  
Michigan #47743  
Ohio #ARC-0814545  
NCARB #56534  
LEED AP #10482078

#### COMMUNITY/CORPORATE INVOLVEMENT

Carmel Clay Historical Society, President (2014)

Carmel Historical Preservation Society, Advisory Member

American Institute of Architects, Associate Member (1994-1998)

Historic District Commissioner, Kalamazoo, Michigan (1997-1998)

YMCA, Volunteer

Habitat for Humanity, Volunteer

Muscular Dystrophy Association, Volunteer

Lacrosse, Youth Sports Coach

## SIMILAR PROJECT EXPERIENCE

### Parks & Recreation

City of Carlsbad, CA Parks & Recreation Feasibility Study, Carlsbad, California

Kuntz Stadium Renovation, Indy Parks and Recreation, Indianapolis, Indiana

Richmond Parks, Glen Miller Park Bridge and Clubhouse, Richmond, Indiana

### Fitness, Healthplex & Wellness Centers

Athletic Complex Master Plan, University of Iowa, Iowa City, Iowa

Earlon and Betty McWhorter Center for Women's Athletics, Auburn University, Auburn, Alabama

Fishers YMCA, Fishers, Indiana

Baxter YMCA, Indianapolis, Indiana

Jordan YMCA, Indianapolis, Indiana

Benjamin Harrison YMCA, Indianapolis, Indiana

Lower Town Building A, Ann Arbor, Michigan

CityWay YMCA, Indianapolis, Indiana

### Sports & Aquatic Facilities

Colts Football Training Center and Headquarters, Indianapolis, Indiana

Lucas Oil Stadium, Indianapolis, Indiana

Lawrence Soccer Complex, Lawrence, Indiana

Lambert Baseball Field, Purdue University, West Lafayette, Indiana

Hawkeye Athletic/Recreation Center, University of Iowa, Iowa City, Iowa

USA Diving, Indianapolis, Indiana

IUPUI Natatorium Pool Renovation, Indianapolis, Indiana

### Government & Civic

Indiana Air National Guard Dining/Medical Training Facility, Fort Wayne, Indiana

Indiana Convention Center Phase IV Expansion, Indianapolis, Indiana

Delaware Township Trustees Offices and Community Center, Fishers, Indiana

### Country Club & Hospitality

Coffin Golf Club Clubhouse, Indianapolis, Indiana

Hawthorns Golf & Country Club Casual Dining Restaurant and Exercise Facility, Fishers, Indiana

Meridian Hills Country Club, Clubhouse, Pool House & Fitness Facility, Indianapolis, Indiana

Gray Eagle Golf Clubhouse, Fishers, Indiana

\* Projects while employed at another firm.

+ LEED Certified (or currently tracking)

## RESUME



**RYAN P. CAMBRIDGE**  
PLA, ASLA, APA

### EDUCATION

Purdue University, Bachelor of Science in Landscape Architecture with Honors, Minor in Art + Design, West Lafayette, Indiana (2009)

### REGISTRATION

Indiana #LA 21300021

### COMMUNITY/CORPORATE INVOLVEMENT

Project for Public Spaces, International Placemaking, *Leadership Council Member*  
Urban Lands Institute, *Indiana Advisory Council and Program Committee Chair*  
Indiana Parks and Recreation Association, *Board of Directors, Executive Committee*  
Indianapolis Parks Foundation, *Advocacy Committee*  
American Society of Landscape Architects, *Member*  
American Planning Association, *Member*  
National Parks and Recreation Association, *Member*  
Eagle Creek Park Foundation, *Member*

### AWARDS

Landscape Architecture Foundation, University Olmsted Scholar  
The National Honor Society of Agriculture, Award of Merit  
American Society of Landscape Architecture, Student Honor Award

## SIMILAR PROJECT EXPERIENCE

### Parks & Open Space Design

Davlan Park Conceptual Master Plan, Indianapolis, Indiana (*INASLA Award Winner*)  
Jaycee Park Conceptual Master Plan, Greencastle, Indiana  
River Ridge Commerce Center Phase 1 Improvements, Jeffersonville, Indiana  
Common Core Community Park Master Plan, Jeffersonville, Indiana  
Ben Davis Youth Sports Park Master Plan, Indianapolis, Indiana  
City of Doral Mountain Bike Park Master Plan, Doral, Florida  
Covenant Christian High School Recreation Master Plan, Indianapolis, Indiana  
Discovery Park Gateway, Purdue University, West Lafayette, Indiana  
\*Miami-Dade Parks and Recreation Pattern Book, Miami-Dade County, Florida  
\*Big Cypress ORV Trailheads, Big Cypress National Preserve, Florida  
\*Doral 114th Street Park Master Plan, City of Doral, Florida  
\*Historic 7th Street Streetscape, West Palm Beach, Florida  
\*Trails and Tails Park, City of Doral, Florida  
\*Veterans Park Master Plan, City of Delray Beach, Florida  
\*Worthing Park, City of Delray Beach, Florida  
\*Jazz Park Conceptual Master Plan, West Palm Beach, Florida  
\*Common Ground Park, Lakeland, Florida  
\*Lake Eva Park, Haines City, Florida  
\*Rodda Family Plaza, Florida Southern College, Lakeland, Florida  
\*Schleman Hall Green Roof, Purdue University, West Lafayette, Indiana  
\*The Stephen McNulty Memorial Garden, Lawrence, Indiana

### Parks & Open Space Master Planning

2016 Crown Hill Cemetery Master Plan, Indianapolis, Indiana  
2016 West Lafayette Parks System Master Plan, West Lafayette, Indiana  
2015 City of Doral Parks System Master Plan, Doral, Florida (*in process*)  
\*City of Raleigh Parks and Recreation Master Plan, Raleigh, North Carolina  
\*River of Grass Greenway Feasibility Study, Everglades National Park, Florida  
\*Lenexa Parks, Recreation, and Open Space Comprehensive Plan, Lenexa, KS  
\*Norfolk Parks and Recreation Master Plan, Norfolk, Virginia  
\*City of Jacksonville Parks and Recreation Vision Plan, Jacksonville, NC  
\*City of Doral Parks and Recreation Master Plan, Doral, Florida  
\*Buckhead Greenspace Action Plan, Atlanta, Georgia  
\*Miami-Dade County Community Recreation Needs Assessment, Miami, Florida  
\*City of Gainesville Parks, Recreation, and Cultural Affairs Master Plan, Gainesville, Florida  
\*Seminole County Parks and Recreation Master Plan, Seminole County, Florida  
\*City of Sunrise Leisure Services Master Plan, Sunrise, Florida  
\*GA-400 Trail Feasibility Study, Atlanta, Georgia  
\*Miami-Dade County Community Recreation Needs Assessment, Miami-Dade, Florida

\* Projects while employed at another firm.

## CONSULTANT RESUME



**JON W. CRAIG**  
**Midwestern Engineers**

### EDUCATION

B.S. Public Administration and  
Certificate in City Leadership,  
Indiana University, Bloomington, IN

Indiana Economic Dev. Academy (BC),  
Ball State University, Muncie, IN

Kentucky Police Academy Graduate

### PROFESSIONAL AFFILIATIONS

American Water Works Assoc.  
Indiana Section

Indiana Conference of Mayors  
Past President

Indiana Association of Cities and  
Towns – Past Vice-President

### EXPERIENCE

Mr. Craig joined Midwestern Engineers, Inc. in 2013 as Client Administrator. As the former Deputy Director of the Indiana Office of Community & Rural Affairs, Jon has keen insight into the complex and competitive federal funding administered by the State of Indiana as well as unique knowledge of the Stellar Communities & Indiana Main Street programs.

Prior to state service, Jon was elected to three terms as the Mayor of Petersburg, Indiana. Under his leadership, the City made major improvements in utility infrastructure and quality of place enhancement. His real world experience and expertise can be demonstrated through his planning, implementation, and overseeing of the following projects both for his own community and for Midwestern Clients:

- Led engaged community comprehensive planning process in advance of new interstate construction (in addition to regional collaboration efforts)
- Experience in Indiana Stellar Communities as a participant/finalist, program development for OCRA, technical advisor to cities and towns.
- Regional and local community development plans & strategies, including comprehensive plan development for cities and counties.
- Facilitated system-wide water, wastewater, and stormwater improvements for rural municipalities through combination of financing and grants; Expertise in operations, inflow & infiltration management, and financing
- Trained facilitator, using the Basadur Simplex Process, also know as Creative Problem Solving.

Jon has been active on numerous state, regional, and local boards & commissions. He has frequently served as a presenter at several conferences and workshops. He has also served as a guest lecturer at Indiana University School of Public & Environmental Affairs.

### PROJECT ROLE AND RESPONSIBILITIES

Jon assists in project development and strategic planning; acting as a liaison between the client, project manager, and engineer.

- Facilitating strategic planning and problem solving initiatives
- Researching and identifying project funding alternatives including financing, partnerships, and grant resources
- Assisting in preparation for public meetings
- Monitoring project progress.
- Always representing the best interest of the client.



## CONSULTANT RESUME



### **ALAN F. BURCH, PE, MBA** **Midwestern Engineers**

#### **EDUCATION**

Master of Business Administration,  
Indiana University (2013)  
Masters of Science in Engineering,  
Purdue University (2011)  
Bachelor of Science in Mechanical  
Engineering, Purdue University (2006)  
Vincennes University (2004)

#### **PROFESSIONAL AFFILIATIONS**

Institute of Electrical & Electronics  
Engineers (IEEE)

Aircraft Owners and Pilots  
Association

#### **PROFESSIONAL REGISTRATIONS**

Professional Engineer – Indiana,  
Ohio & Kentucky

## **EXPERIENCE**

Mr. Burch joined Midwestern in 2006 as a Mechanical and Electrical Engineer. His duties include preliminary design, preparation of construction drawings, editing specifications, and inspection. From 1998-2006, Mr. Burch worked part-time at MEI while attending Loogootee High School, Vincennes University and Purdue University. In the spring of 2006, he completed his Bachelor of Science Degree in Mechanical Engineering at Purdue University. While at Purdue, Mr. Burch also acquired his private pilot's license and became a member of the American Society of Mechanical Engineers.

Mr. Burch began working full time at Midwestern in November, 2006, after completion of requirements for a Bachelor of Science degree from Purdue University. In the spring of 2012, he moved to the Indianapolis area and is now our Engineer in charge of our Indianapolis office.

Since rejoining Midwestern full-time in November, 2006, Mr. Burch has assisted on numerous electrical improvement design projects.

#### **SIMILAR PROJECT EXPERIENCE**

Town of Lanesville – Street Lighting Improvements  
City of Petersburg Street Lighting Improvements  
City of Washington – I69 Water Tower Lighting  
Washington School Corporation – Renovation Project  
Patoka Lake Regional Water & Sewer Dist. – B.S. #2 Improvements  
Loogootee School Corporation – HVAC Improvements  
Shoals School Corporation – HVAC Improvements  
Town of Corydon – Wastewater Treatment Plant  
Town of Santa Claus – Lift Station Improvements  
Holiday World & Splashin' Safari – Pilgrim's Plunge, Wildebeest, Primary  
Distribution Improvements and Mammoth  
Town of Shelburn – Wastewater Treatment Plant  
Town of Carlisle – Supervisory Control and Data Acquisition  
(SCADA) System  
Kent Water Company – Wellfield Improvements



## CONSULTANT RESUME



### JARVIS I. HAND, E.I. Midwestern Engineers

#### EDUCATION

A.S. - Engineering  
Vincennes University (2010)

B.S. Civil Engineering  
University of Evansville (2012)

#### PROFESSIONAL REGISTRATIONS

Engineer Intern - Indiana

## EXPERIENCE

Jarvis joined Midwestern in 2014 as an Assistant Project Engineer. His unique experience and technical background make him comfortable addressing new challenges, whether behind the computer at the design desk, or in the field collecting data and performing inspections.

His duties include preliminary design, preparation of construction drawings, editing specifications, code review and inspection. Some of Mr. Hand's recent work includes a Feasibility Study and Preliminary Layouts for a new City of Brazil Fire Station; ADA compliance (Transition Plan Inventory) for the City of Oakland City; and numerous structural and civil engineering designs for Holiday World.

#### Skills & Design Expertise:

- Building (Commercial & Agricultural)
- Structural Members
- Foundations
- HVAC Systems
- Septic Systems
- Box Culverts
- Bridge Hydraulics

Prior to joining for Midwestern Engineers, Mr. Hand was employed at Schroeder & Associates, providing an engineering resource for the firm. He also worked as a surveyor on the New Interstate 69 Construction Project (Section 4) through Southwest Indiana.

## SIMILAR PROJECT EXPERIENCE

Holiday World & Splashin Safari Theme Park - Structural & Civil Projects  
City of Brazil, Fire Station Feasibility Study  
Grain Processing Corporation - Building Design  
INDOT, R-31059 (Vigo County), 3-Sided Box Culvert Design  
Perry Clear Creek Fire Protection District (Monroe Co.) - Station 21  
Maysville Enterprises II, Warehouse  
Koetter & Smith, Warehouse  
City of Oakland City ADA Transition Plan  
Town of Patoka - Municipal Building Conceptual Layouts

## PROJECT ROLE AND RESPONSIBILITIES

Jarvis Hand is responsible for technical layouts, schematics, code review, and the associated engineering that accompany civil engineering and building construction projects.



## CONSULTANT RESUME



**MARK M. SULLIVAN, P.E.**  
**Midwestern Engineers**

### EDUCATION

B.S. Civil Engineering, Tri-State University (1986)

### PROFESSIONAL AFFILIATIONS

Institute of Electrical & Electronics Engineers (IEEE)

Aircraft Owners and Pilots Association

### PROFESSIONAL REGISTRATIONS

American Waterworks Assoc. - Indiana Section

Water Environment Federation - Indiana

Tri-State University Board of Trustees and Board of Governors

American Council of Engineering Companies - Indiana

## EXPERIENCE

Mr. Sullivan joined Midwestern in 2013 as a Senior Project Engineer and brings 28 years of experience in wastewater, water and storm water consulting engineering for public and private utilities. Mr. Sullivan has extensive experience in project funding and financing programs including State of Indiana Revolving Loans, USDA Rural Development Loans and Grants, and funding from the Indiana Office of Community and Rural Affairs (OCRA).

Mr. Sullivan has been responsible planning and preparation of plans and specifications for wastewater collection, treatment and pumping systems. He has experience in conventional gravity collection systems, low pressure grinder pump systems and vacuum sewer systems. He has designed wastewater treatment facilities utilizing conventional activated sludge treatment, extended aeration processes and sequential batch reactors. Mr. Sullivan also has design experience in sludge treatment including sludge thickening, aerobic digestion, anaerobic digestion, land application of liquid and dry sludges and landfill disposals.

Additionally, Mr. Sullivan has been responsible for planning and design of water treatment, conveyance and storage systems, conducted storm water studies and associated designs of storm water infrastructure and done planning and design of hiking and biking trails.

## SIMILAR PROJECT EXPERIENCE

- City of Plymouth – Served as Project Manager for numerous Plymouth Wastewater, Water and Drainage projects from 1994 through 2013.
- Town of Winamac – Planning and Design of all three phases of LTCP including sewer separation of entire combined sewer system.
- City of Indianapolis Department of Water – Served as Leader of Program management Team overseeing capital improvement projects and the transfer of the capital water projects to Citizens Energy Group.
- Town of Paoli – Served as Project Manager over the completion of the LTCP report, Design and Construction of two of the three phases of LTCP implementation. Project Manager over the Rehabilitation and expansion of the Wastewater Treatment Plant.
- City of Rockport – Senior Project Engineer for Phase III of the LTCP combined sewer separation project and WWTP Improvements.
- Mexico RSD – Project Manager for New Vacuum Sewer Collection system and New WWTP plant.
- New Collection Systems – Pretty Lake, Clear Lake, and Lake Maxinkuckee Low pressure sewer systems.
- Town of Culver – WWTP Expansion and Sewer Improvements.



## CONSULTANT RESUME



**LEON YOUNGER**  
**PROS Consulting**

### EDUCATION

M.P.A., University of Kansas (1988)  
B.S., Kansas State University (1975)

### CERTIFICATION

Certified Park and Recreation  
Professional

## PROFESSIONAL EXPERIENCE

- Founder and President of PROS Consulting
- More than 30 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, Ohio (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, Missouri (Kansas County)
- Received the 1994 National Park and Recreation Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities, as well as induction into the NRPA Legends Hall of Fame
- Co-creator of the Community Values Model™, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Park and Recreation Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado

## SIMILAR PROJECT EXPERIENCE

- Carmel, IN Outdoor Aquatics and Community Recreation / Aquatic Center Business Plan
- Brownsburg, IN Aquatic and Recreation Center Feasibility Study
- Estes Valley Recreation & Park District, CO Community Recreation Center and Aquatics Feasibility Study
- Riverside County, CA Regional Park & Open Space District Aquatic Facility Operational Impact Report
- Prince George's County, MD Regional Aquatics and Recreation Center Feasibility Study
- City of Olathe, KS Aquatics and Recreation Center Feasibility Study and Business Plan
- Blue Valley Recreation Commission (Overland Park, Kansas) Strategic Plan & Needs Assessment
- City of Kansas City, MO Recreation Community Facilities Operational Plan
- City of Westerville, OH Senior Center Expansion Feasibility Study
- Orange Township, OH Community Center Needs Assessment and Feasibility Study
- Leon County, FL Sports Complex and Field House Feasibility Study
- Tropical Park (Miami Dade County, Florida) Business Plan
- City of Aspen, CO Recreation Division Operations Audit and Business Plan Development
- City of Grapevine, TX Community Center Expansion and Aquatics Feasibility Study and Business Plan



**NEELAY BHATT**  
**PROS Consulting**

### EDUCATION

M.S., Ohio University  
MBA, Ohio University  
Post Graduate Diploma in  
Advertising and Public Relations,  
University of Mumbai  
B.A., University of Mumbai

### PROFESSIONAL EXPERIENCE

Neelay's career on three continents includes Disney, The Super Bowl, The Summer Olympics and Paralympics Games, besides several years of consulting, public speaking and training. TEDx, the global platform for ideas, describes him as a business and communications visionary, and his service on the National Recreation and Park Association's Board of Directors is committed to ensuring that 'no child is left indoors'.

In addition to presenting multiple TEDx talks and coaching TEDx presenters, he is a sought after keynote speaker and routinely invited to speak to and train executives, professionals and students globally ranging from United States to China and from Europe to India.

As the Vice President at PROS Consulting Inc., he has led strategic planning, master planning, sports facility development, financial sustainability, customer service training, marketing and branding projects that are helping to shape a better vision for cities all over the world.

From managing the daily online publication of the Super Bowl (SB XLVI) to leading the City selection process of the inaugural T-20 cricket league in the United States, his approach focuses on innovating and partnering to maximize revenue generation and create a guest experience of the highest quality.

### SIMILAR PROJECT EXPERIENCE

- Village of Mahomet, IL Community Recreation Center Feasibility Study
- Macomb Park District, IL Recreation Center Feasibility Study
- Park District of Highland Park, Illinois Parks and Recreation Master Plan
- Palos Heights, IL Aquatics Business Plan
- Palos Heights, IL Community Center Business Plan
- Carlsbad, California Multigenerational Center and Outdoor Adventure Park Feasibility Study
- Carmel, IN Parks and Recreation Community Center Feasibility Study, Business Plan
- City of Allentown, PA Aquatics Feasibility Study
- San José , CA Community Recreation Center Business Plans
- San José , CA Happy Hollow Amusement Park and Zoo Mixed Use Area Business Plan
- Broward County, FL International Stadium and Sports Complex, Business Plan
- Martinsville, VA Recreation Center and Outdoor Complex Feasibility Study
- Blacksburg, VA Indoor Recreation Center Needs Assessment and Sports Center Feasibility Study
- Adventure Sports Center International Whitewater Course, MD, Business / Marketing Plan
- Disney / ESPN Wide World of Sports, Event Operations and Marketing

## CONSULTANT RESUME



**JEFFERY J. BRANSFORD**  
**PROS Consulting**

### EDUCATION

M.P.A., Clemson University (2005)

M.S., Clemson University (2005)

B.S., Texas A&M University (2002)

### CERTIFICATION

Project Management Professional  
(PMP)

## PROFESSIONAL EXPERIENCE

- More than 15 years in parks, recreation, and leisure services
- Experienced project manager, management consultant, business analyst, professional trainer and strategic planner
- Served as project manager or lead analyst for over 55 park and recreation projects
- Held positions as Financial Analyst for the Center for Park Management and Business Plan Consultant for National Park Service
- Coordinated visitor programs at the Supreme Court of the United States from 2002-2003
- Served as Policy Fellow for U.S. Secretary of Agriculture in 2002
- Worked as Park Ranger and Park Guide for numerous seasons with National Park Service
- Received National Award for Excellence from the National Society for Park Resources in 2002
- Author of numerous research reports and peer-reviewed articles on park visitor management and operations

## SIMILAR PROJECT EXPERIENCE

- City of Columbus, Ohio Recreation Center Operations Plan
- Baton Rouge, Louisiana (BREC) Recreation Center Operations Plan
- City of Kansas City, MO Recreation Division Operational Business Plan
- CityArchRiver 2015 & Jefferson National Expansion Memorial (MO) Maintenance Management Plan, Strategic Plan & Business Plan
- City of Warrensburg, MO Parks and Recreation master Plan
- City of Kansas City, MO Parks and Recreation Master Plan
- City of Kentwood, MI Parks and Recreation Business Plan
- Toledo, OH Metroparks Strategic Business Plan
- Shawnee County, KS, Parks and Recreation Master Plan
- Cummins Employee Recreation Association Financial Sustainability and Master Plan
- Carmel Clay (IN) Parks and Recreation Compensation Assessment
- Everglades National Park Fee Operations Analysis
- Dry Tortugas National Park Marine Transportation Analysis
- Cuyahoga Valley National Park Revenue Feasibility Study
- Cuyahoga Valley National Park Dispatch Operations Analysis
- Valley Forge National Historical Park Business Plan
- Statue of Liberty National Monument Concession Management Compliance Audit
- City of Louisville, Kentucky, Southwest Greenways Master Plan and Public Survey

## CONSULTANT RESUME



**MICHAEL SVETZ**  
**PROS Consulting**

### EDUCATION

B.S., Miami University (1990)  
M.S., Miami University (1991)

### PROFESSIONAL AFFILIATIONS

Institute of Electrical & Electronics Engineers (IEEE)

Aircraft Owners and Pilots Association

### PROFESSIONAL REGISTRATIONS

American Waterworks Assoc. – Indiana Section

Water Environment Federation - Indiana

Tri-State University Board of Trustees and Board of Governors

American Council of Engineering Companies – Indiana

## PROFESSIONAL EXPERIENCE

- 21 years of experience in parks and recreation at the local government level
- Managed development and operations of \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
- Managed construction and development of \$25 million in capital improvements in 3 years resulting from PROS Consulting Strategic Plan in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
- Oversight of the development and operations of \$103 million Spring Training Complex in Goodyear, Arizona
- Board of Director, Ohio Parks and Recreation Association 1997-2004
- President, Strongsville Community Foundation 2003-2004
- Board of Director, Virginia Recreation and Parks Society 2007-2009
- Vice President, Arizona in Action, Present
  
- Managed the development and operations
  - \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
  - \$25 million in capital improvements in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
  - \$103 million Baseball Spring Training Complex in Goodyear, Arizona
  - 50,000 square feet community recreation center in Brunswick, OH
- Town of Brownsburg, IN Community Recreation Center Feasibility Study
- Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study
- City of Aspen, CO Recreation Division Business Plan
- City of Boulder, CO Aquatics Feasibility Study
- Washington DC / Prince George's County, MD Regional Multi-Purpose Community Center Feasibility Study
- City of Westerville, OH Community Recreation Center Expansion Feasibility Study
- City of Napa, CA Senior Center Feasibility Study & Business Plan
- Santa Clara County, CA Cost Recovery and Pricing Plan
- City of Kansas City, MO Garrison Community Center Business Planning Services
- City of Calgary, Alberta, Canada, Park Zero Based Budget Review
- City of Grandview, MO Aquatic Complex and Park Feasibility Study Development

## CONSULTANT RESUME



### **MARTYN BLUNDALL** **Blundall & Associates**

#### **EDUCATION**

England: Five years professional education in Construction Management, Estimating and Quantity Surveying, Value Engineering and Life Cycle Costing: (1967-1968)

Hall Green Technical College  
(1968-1971)

Birmingham Polytechnical College,  
(1971-1972)

Salford University Technical College.

U.S.A.: Continuing education courses in Computerized Scheduling Techniques, Computer Programming, and Mechanical and Electrical Estimating.

### **PROFESSIONAL EXPERIENCE**

Over 46 years construction estimating/management experience in North America and Europe, as summarized below:

1980-Present: President of Blundall Associates, Inc., a construction cost consulting/project management company with clients throughout the midwestern and eastern United States, providing design cost control services to the commercial construction industry. Services include estimates at each design level from schematic to construction documents, value engineering and life cycle cost studies, preparation of schedules of quantities, change order evaluations and construction cash disbursement projections. Services are provided for new construction and for the rehabilitation of existing buildings.

1974-1979: Construction Cost Consultant/Project Manager responsible for estimating, scheduling and project administration on a wide range of commercial, industrial, and institutional projects. Assistant project manager for a \$50-million health sciences complex and a \$10-million regional civic building (1975 costs).

1967-1974: General Contractors' Estimator/Project Manager responsible for the financial control of construction contracts with an individual value of up to \$5 million (1970 costs).



## RELEVANT EXPERIENCE

### CityWay YMCA

CITYWAY

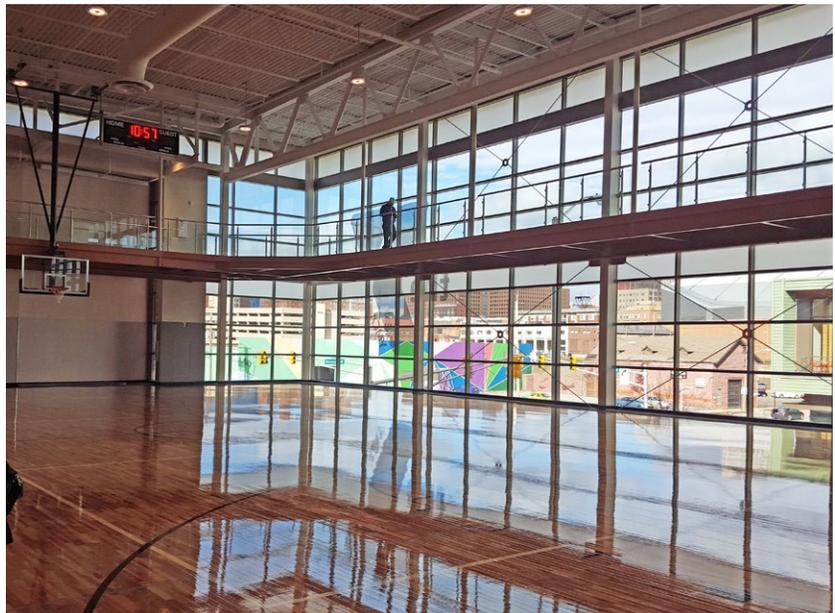
Indianapolis, Indiana

This urban YMCA is a part of a large urban development called CityWay that includes a hotel, retail, restaurants and residences. The new YMCA provides the health and fitness components to round out the neighborhood. The YMCA site's proximity to local business and industry allows it to be a hub of activity.

The YMCA building houses community-service facilities, as well as a medical office and retail food service tenant space. The internal circulation patterns within the first floor of the YMCA uses mid-block connectors, so patrons can easily access neighboring retail and residential services.

The YMCA provides its members a lap pool, a recreational pool, multiple basketball courts, an elevated jogging track, a large fitness area that overlooks the adjacent hotel plaza, multi-purpose classrooms, yoga and cycling rooms, teen and family centers, child watch and beginner-fitness areas.

Several elevated, outdoor terraces and green-planted roofs complement the adjacent street-level park and pedestrian green spaces.



## RELEVANT EXPERIENCE

### Fishers YMCA

YMCA OF GREATER INDIANAPOLIS  
Fishers, Indiana

Located on 10 acres, the Fishers YMCA is a multipurpose community center with a focus on serving families and individuals of all ages. The nearly 70,000-square-foot facility includes community, wellness and recreation components, which respond to needs expressed by community members during the project's programming phase. The community component includes children's daycare and day camp facilities, a teen center, a community outreach center and a babysitting facility. The wellness component encompasses fitness testing and cardiovascular training facilities, a free-weight area, exercise equipment and a spinning-bike area. The recreation component includes a gymnasium for basketball and volleyball, a family gym, an aerobics/multipurpose studio and locker rooms.

This area also includes a natatorium with a six-lane, 25-yard lap pool, an all-shallow, freeform instructional/recreational pool and a whirlpool. An outdoor multipurpose pool and a children's pool with water spray features are also offered. One of the most engaging design features is the openness of the interior activity spaces, which can be viewed from two central corridors.



## RELEVANT EXPERIENCE

### Jordan YMCA

YMCA OF GREATER INDIANAPOLIS  
Indianapolis, Indiana

This building from the 1950s needed a cohesive addition. The addition includes a new wellness center, restrooms, conference room, lobby and renovated child watch areas and locker rooms. The building's design includes large areas of glass, tall ceilings and an open floor plan.

The welcome desk is the hub of the YMCA and the design makes this area larger and brighter creating a more welcoming lobby. The project had a very tight construction timeline in order to open in January 2007.

Browning Day's close relationship with the construction manager and owner helped to expedite design decisions to meet the owner's needs, budget and schedule.



## RELEVANT EXPERIENCE

# Community West Healthplex

COMMUNITY WEST HOSPITAL  
Indianapolis, Indiana

The Healthplex is a combined fitness club and clinic operated by Community Westview Hospital. The 46,000-square-foot medical office portion houses a physical therapy department. Corridors serve the second and third-floor offices, which have a direct view into the health club, integrating the clinic and the club.

The 68,000-square-foot health club portion includes a basketball court area with volleyball courts, two racquetball courts and two squash courts, a daycare center, an exercise equipment area with 70 pieces of equipment and men's and women's locker rooms. Other amenities include a lap pool, a therapy pool, men's and women's saunas and steam rooms, whirlpools, a massage room, laundry, separate family changing rooms, and administrative and sales offices.

The second floor of the health club has a one-eighth mile running track, two 1,600-square-foot aerobics exercise rooms, space for 90 pieces of exercise equipment, three trainer's offices and an overlook into the tennis facility. Six tennis courts are provided in a pre-engineered building attached to the health club.



## RELEVANT EXPERIENCE

### Student Recreational Sports Center

INDIANA UNIVERSITY  
Bloomington, Indiana

This 200,000-square-foot sports/aquatic facility houses recreational, athletic and instructional sport activities on the Bloomington campus of Indiana University. Located within easy walking distance of most dormitories and family student housing units, the multipurpose facility provides space for basketball, volleyball, racquetball, handball, squash, aerobic exercise, jogging, martial arts, various mat sports and many other activities.

The 50-meter aquatic facility is suitable for NCAA competition and a wide range of recreational activities. Both facilities are accessible to the public through a single main entrance that can be used as a reception and assembly area. The center also contains one of the largest fitness centers on any university campus in the United States.



## RELEVANT EXPERIENCE

### Center for Health and Wellness

MEDICAL CENTER HOSPITAL  
Odessa, Texas

The Center for Health and Wellness at Medical Center Hospital in Odessa, Texas is a new 75,000 square foot building that houses a fitness center and a medical office building.

The project includes the development of a 15-acre site including utility extension, access roads and parking. In addition to the fitness center and medical office space, the building includes several outpatient services including diagnostic imaging, urgent care, PT/OT, cardiac and pulmonary rehab, diabetes center, and lab services.



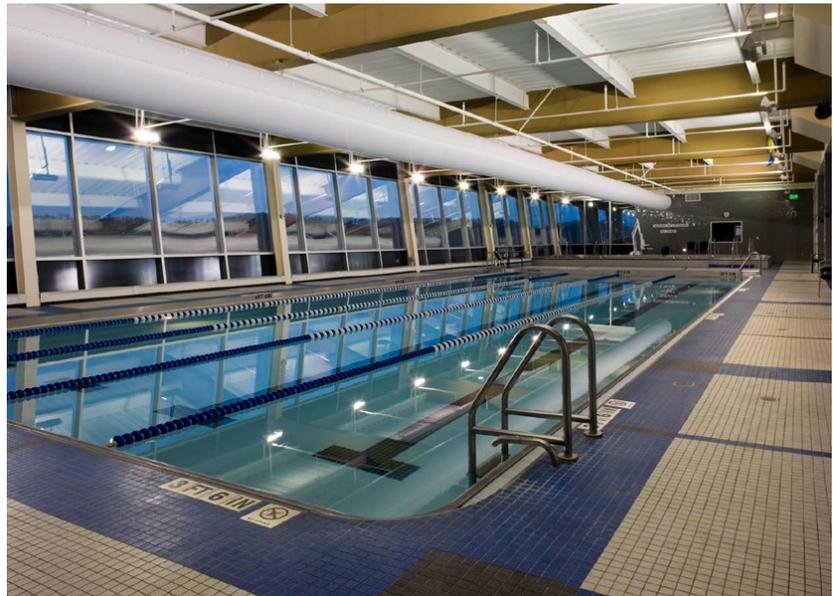
## RELEVANT EXPERIENCE

# Mountain States Healthplex

Johnson City, Tennessee

This project consists of a 40,000-square-foot wellness center and a 35,000-square-foot medical office building located on a slope overlooking the main access road to Johnson City. The two-story building houses the spinning room, exercise pool, therapy pool and locker room on the first floor. The upper levels contain the basketball court, fitness area, group therapy, main lobby and offices. A physical therapy clinic, imaging suite and occupational therapy and lab have been integrated into the building on the upper levels.

The sloping site allows for on-grade access to both levels and creates a dramatic western elevation that overlooks the main road and a valley. The dynamic sloping curtain wall opens the wellness center to the main road and helps with outreach effort to commuters who are interested in becoming members.



## RELEVANT EXPERIENCE

### IUPUI Natatorium Improvements

INDIANA UNIVERSITY PURDUE UNIVERSITY INDIANAPOLIS  
Indianapolis, Indiana

Completed in 1982, the Indiana University Natatorium set the standard for competitive aquatic facilities in the United States.

The 220,000-square-foot complex contains three pools, including a 50-meter competition pool, a 50-meter instructional pool and a diving well. Its depth ranging from 9 to 10 feet, and the competitive pool ranks as one of the fastest in the world.

The design of the space and the close proximity of the spectators to the competition creates a venue for an athlete's best performance. Up to 4,500 spectators can be accommodated by a combination of chair and bench seating.

This facility served as host for the 1982 Sports Festival, the 1987 Pan American Games and 11 Olympic Team Trials in swimming and diving. Currently, Browning Day has been reengaged to design and complete upgrades to the facility with a completion date of 2016.



## RELEVANT EXPERIENCE

# Ralph Wright Natatorium

UNIVERSITY OF LOUISVILLE  
Louisville, Kentucky

The Ralph Wright Natatorium project is a new competitive and recreational facility on the University of Louisville campus at Cardinal Park. The facility is designed to accommodate the University's athletic swimming and diving programs as well as recreational use by students, faculty and the public.

It features a fully equipped 50-meter competition swimming and diving pool with moveable bulkheads, a stainless steel gutter and a sloped floor that starts at 4 feet 6 inches and inclines to a maximum depth of 18 feet. The diving end has a multilevel diving tower with platforms at 5, 7.5 and 10 meters. There are also two 1-meter springboards on concrete pads and two 3-meter springboards on a concrete platform.

The pool area has permanent bleacher seating with bench seats. Locker areas are provided for team and public use.



## RELEVANT EXPERIENCE

### North Lake Swimming Pool

FLORIDA GULF COAST UNIVERSITY  
Ft. Myers, Florida

This aquatic facility is the result of a partnership between Florida Gulf Coast University, Lee County and Swim Florida. The facility is an integral component of the University's 70-acre recreational and athletic complex.

The aquatic center accommodates competitors, fans and families for major state and national events, with seating provided for approximately 2,000 spectators. The facility features a 50-meter pool, 25-yard pool, and a diving pool; an optional tensile fabric structure could cover the pool and seating areas.

In addition to the aquatic center, the complex also contains a gymnasium, fitness center, tennis and racquetball courts, softball, baseball and soccer fields, a boathouse and a lakefront recreational area.

Browning Day served as the Aquatics Programming & Design Consultant to Schenkel Shultz.



## RELEVANT EXPERIENCE

### Aquatic Center

LIEBER STATE PARK RECREATION CENTER  
Cloverdale, Indiana

When the Indiana Department of Natural Resources decided to build a new aquatic center for Lieber State Recreation Area, they commissioned Browning Day Mullins Dierdorf to design a fun, family-oriented and safe facility. The result was a 7,500-square-foot pool complete with a zero-depth entry area, recreation equipment and a giant curving water slide.

Around the perimeter of the pool is a large concrete deck for sunning, a sloped yard for those who prefer to be in the grass, and a picnic area with shelters. A sand volleyball court adjoins the pool area. The facility is served by three independent buildings that include a bathhouse, a concessions building and a pool filter building that houses a state-of-the-art filtration system.

All of the buildings incorporate durable, cost-effective materials for ease of long-term maintenance.



## RELEVANT EXPERIENCE

### Pan-Am Plaza Ice Skating Rinks

INDIANA SPORTS CORPORATION  
Indianapolis, Indiana

This two-acre public plaza serves as a major focal point that connects Union Station, the Indiana Convention Center, Lucas Oil Stadium and Circle Centre Mall. This ceremonial plaza and 12-story, 140,000-square-foot office tower commemorates the Pan American Games held in Indianapolis in 1987. Housed in a 60,000-square-foot appendage to the office tower are two world-class indoor ice skating rinks. Support facilities include locker rooms, coaches' offices, a human performance laboratory, administrative offices and a skating pro shop. The main building materials are brick and architectural precast concrete. Three levels of below-grade parking accommodate 1,150 cars.



## RELEVANT EXPERIENCE

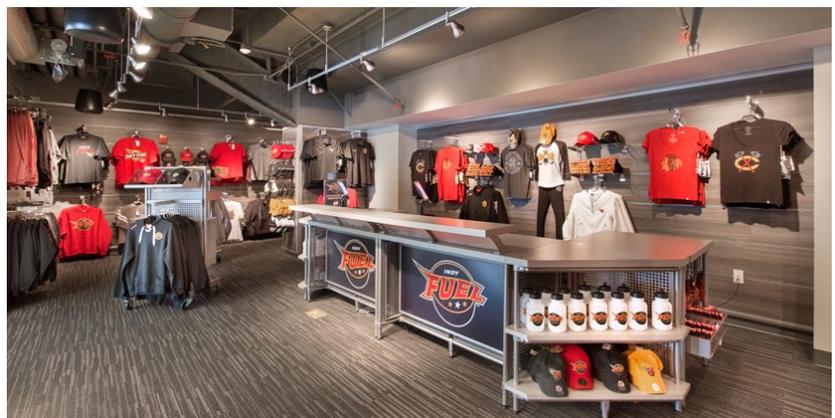
# State Fair Coliseum Renovation

INDIANA STATE FAIRGROUNDS  
Indianapolis, Indiana

Recognized as one of the most historically significant buildings in Indiana, the State Fairgrounds Coliseum served as an event venue for the last 70 years, during which maintenance issues and an outdated design created deficiencies that became challenging.

To address these concerns, the design team, Browning Day and Populous, introduced a bold scheme consisting of restoring the historic shell, and constructing a new interior within the shell. This work included restoring the masonry, replacing the glass blocks, and restoring the metal on the exterior. Inside, the new lobby was designed to be sensitive to the original lobby. This included reusing the original historic bronze ticket booth grilles, a new ceiling to match the cast-in-place concrete form of the historic ceiling, new terrazzo flooring with the outline of the original ticket booth locations integrated into the design, and tile faced walls to match the historic glazed block walls. A new seating bowl with modern amenities compliments the historic architecture.

The Coliseum Renovation is already bearing fruit for the fairgrounds. Both IUPUI (Indiana University Purdue University of Indianapolis) Jaguars basketball and the Indy Fuel minor league hockey teams have signed long term deals to use the Coliseum as their home venue.



## RELEVANT EXPERIENCE

# Delaware Township Trustee Offices & Community Center

Fishers, Indiana



The Delaware Township Trustee Office building was designed in early American/ Colonial style.

The new facility is a two-story office complex with 10,000 square feet of space. The complex also contains a 13,000-square-foot community center that is available to area residents for meetings and other functions.



## RELEVANT EXPERIENCE

### Indiana Convention Center (Phase IV)

Indianapolis, Indiana

This newest expansion to the Indiana Convention Center allows the facility to attract exhibitions from a large segment of the convention market and retain events and trade shows that otherwise might have outgrown the facility.

The expanded center can accommodate large, full-facility shows or host two or more events simultaneously. An additional public entry was designed and an exhibit hall was added.

The addition provides a spatial, technical and finish quality consistent with the Convention Center's earlier building phases. Operation was maintained during construction.



## RELEVANT EXPERIENCE

### Cardinal Park

UNIVERSITY OF LOUISVILLE  
Louisville, Kentucky

This sports and recreational facility is designed to serve students, athletes, staff and the surrounding community. Cardinal Park places the University of Louisville within the top ten percent of colleges and universities in the United States for total athletic facilities, and its facilities for female student athletes are ranked in the top five percent.

The landscaped areas and facilities create a front lawn to the University. Key elements include a women's softball stadium, 20,000-square-foot support facility, picnic pavilion, competition soccer field, 400 meter running track, field event area, cardio path, sand volleyball courts, playground, indoor and outdoor tennis center, field hockey stadium and natatorium.

Browning Day provided master planning and programming to the university on this project.



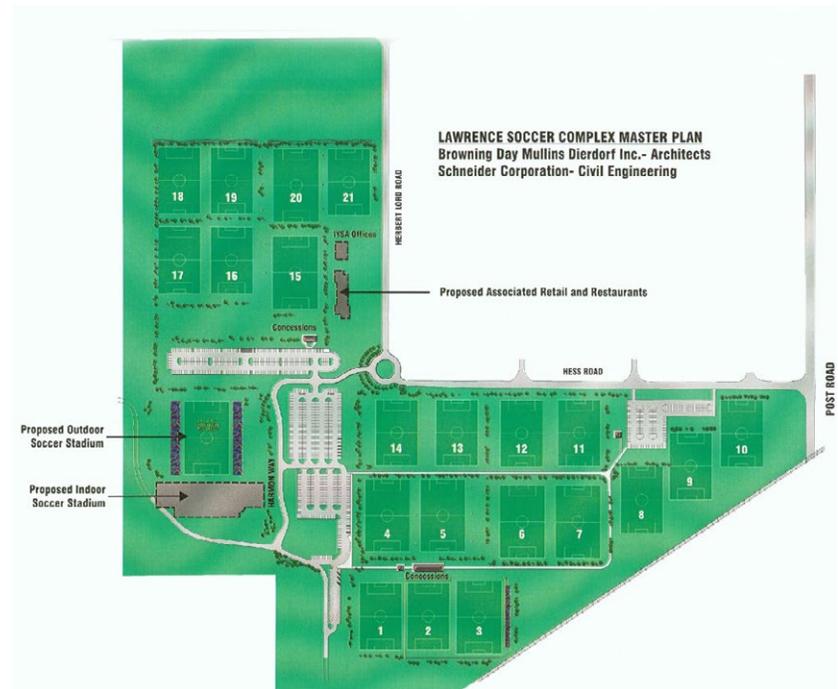
## RELEVANT EXPERIENCE

# Lawrence Soccer Complex

Lawrence, Indiana

Located adjacent to a city park and the Fort Benjamin Harrison redevelopment area in Lawrence, Indiana, this 102-acre complex has a total of 22 soccer fields, with four premier fields measuring 75-by-120 yards plus seating and lights. Concessions, restrooms and weather shelters are appropriately spaced throughout the complex.

Parking for 910 cars is centrally located. An entry courtyard provides space for officials, hospitality, spectator services and competitors. This area is a festival space with flags, banners and colorful landscaping.



## RELEVANT EXPERIENCE

### Clarksville Little League Facility

TOWN OF CLARKSVILLE  
Clarksville, Indiana

This project is a master plan for the renovation of an existing Little League park in southern Indiana. The charge for the landscape architect and architect in this project was to reorganize the field layout, maximize patron comforts and create a new “park-like” setting. The layout of the site incorporates all of the existing field layouts and adds new amenities to the park. There are seven fields total. Four of them are 200’ fields used for boys’ baseball and girls’ softball, one is a minor league field, and one is a senior boys’ field with a 380’ outfield and a tee ball challenger league.

The park contains a major structure that houses concessions and main restrooms along with meeting rooms, storage and electrical rooms for the park. It also features a walking path that goes around the entire perimeter of the site. The landscape architecture helps guide the flow throughout the site and presents inviting entrances into the park from all sides. Playground equipment is also included and divided into two age group areas, containing a soft and safe play surface.



## RELEVANT EXPERIENCE

# Briner Sports Complex Improvements

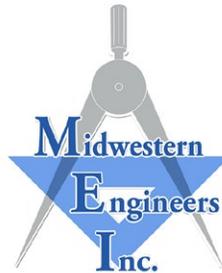
BALL STATE UNIVERSITY  
Muncie, Indiana

The first phase of the Briner Sports Complex project, the Women's Soccer Facility, included the removal of a natural grass field area and installation of a synthetic turf soccer field meeting NCAA standards. Twenty foot high chain link and sports netting fence systems were provided at each end of the field to keep errant shots from entering the adjacent field hockey facility and neighboring properties.

Phase Two was the renovation of the existing track and field facilities which included new synthetic surface, long jump runways and sand-filled concrete landing pits, high jump facility, javelin runway, and a combination discus and hammer throw cage. Underfield drainage was also installed in the throw sector area.

The final phase included the installation of a new, modular press-box to serve the soccer and track facilities on a masonry storage room base structure. Bleacher seating was also added for soccer. A colonnade consisting of masonry piers and a radiused metal canopy was designed and constructed to announce the main entrance to the Briner Sports Complex on the west end of the site.





## Description of Expertise, Experience and Resources

Midwestern Engineers, Inc. is a multi-discipline consulting engineering firm. The firm was established in 1959 and is located in Loogootee & Indianapolis, Indiana. Our company is owned and managed by its Board of Directors who are Professional Engineers and/or Professional Land Surveyors trained in Civil, Mechanical and Electrical Engineering and Land Surveying. The Board is actively involved in all company projects. Engineering services are provided for water, wastewater, stormwater, road/street design, building design/site layout design, HVAC, electrical and recreational projects. Midwestern Engineers, Inc. serves the needs of local government, not-for-profit corporations, regional and conservancy districts, and the private sector.

Our firm has grown from 7 to 46 employees. The work environment utilizes a “team work” concept encouraging creativity, and challenging employees to achieve their highest potential. Their professional dedication is demonstrated by the quality of work generated and the enthusiasm shown to our clients. This results in a large repeat client base.

Midwestern Engineers, Inc.’s trademark is listening to the clients and understanding their needs. The quality of work performed is consistent, using state-of-the-art technology with a common sense approach. Our mission statement: “A Firm Commitment to Our Clients”.

## CONSULTANT EXPERIENCE

**PROS Consulting, Inc.** is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. The full name and location of the office that will be working on this project are:

Years in Business: 21 (formed in 1995)

Contact Information: 201 S. Capitol Avenue, Suite 505  
Indianapolis, Indiana 46225  
P: 877.242.7760; F: 877.242.7761

Contact: Leon Younger, President  
317.679.5615  
[leon.younger@prosconsulting.com](mailto:leon.younger@prosconsulting.com)

### Areas of Focus

Management consulting and planning services offered by PROS span the full spectrum of planning needs for public agencies, and are grouped into the following practice areas:

**Feasibility Studies and Business Planning** – completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and the community’s vision around the reality of what is feasible and sustainable.

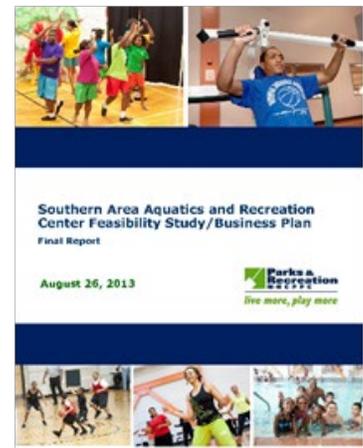
**Operations, Maintenance and Organizational Development** – completed over 450 plans that involved operations, programming, maintenance and organizational development components.

**Financial Planning and Management** – PROS is most renowned for providing the most innovative and proven methods for financial planning and management in the public sector with direct experience with over 150 proven ways to fund public parks, facilities and park systems.

**Strategic Planning** – completed over 80 strategic plans for cities, counties, park districts and state agencies to help them become established in their market or to reposition themselves.

**Needs Assessment** – completed over 250 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study. We will perform a comprehensive parks, facilities and program needs assessment that helps identify importance and unmet needs for a variety of facilities / amenities and programs.

**Master Planning** – completed over 250 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.



## CONSULTANT EXPERIENCE

### Town of Brownsburg, IN Community Recreation Center Feasibility Study (2014)

BROWNSBURG, INDIANA

The Brownsburg Parks and Recreation Department desired a feasibility study for a proposed Brownsburg Community Center. The Brownsburg Parks and Recreation Department had discussed the concept of building a community center over the last three years when the Department closed the existing community center that was leased from the Brownsburg School Corporation and when the Department developed a business plan to guide its management approach to parks and recreation for the future.

PROS Consulting, along with Williams Architects, completed the feasibility study. The purpose of the feasibility study was to assist Town Council and key leaders with key information on how a community center could be developed and managed in Brownsburg. As such, the intended outcome was for the Town Council to be well versed on all aspects of the project in order to make informed decisions about meeting the community's desired recreation needs; the sustainability of the proposed design when considering the proposed site location and existing structures; and, the requirements necessary to accomplish the project with available resources.



Pro Forma Revenues & Expenditures				
BROWNSBURG COMMUNITY CENTER				
BASELINE: REVENUES AND EXPENDITURES				
SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$1,224,700.00	\$101,700.00	\$1,123,000.00	120.4%
Administration	\$0.00	\$738,196.70	(\$738,196.70)	0%
Building Maintenance	\$0.00	\$150,940.00	(\$150,940.00)	0%
Building Services	\$0.00	\$162,949.25	(\$162,949.25)	0%
Recreation Programs and Passes	\$32,980.00	\$134,532.00	(\$101,552.00)	25%
Fitness	\$286,337.60	\$364,105.92	(\$77,768.32)	79%
Aquatics	\$114,000.00	\$426,552.54	(\$312,552.54)	27%
Gymnasium	\$91,500.00	\$38,384.00	\$53,116.00	238%
Rentals	\$38,900.00	\$44,658.75	(\$5,758.75)	87%
Child Care	\$17,000.00	\$33,268.72	(\$16,268.72)	51%
Vendateria	\$10,000.00	\$5,700.00	\$4,300.00	175%
<b>Total</b>	<b>\$1,815,417.60</b>	<b>\$2,200,987.88</b>	<b>(\$385,570.28)</b>	<b>82%</b>

The analysis of the feasibility study for the Brownsburg Community Center included a robust community input process that was completed as part of the Parks and Recreation Strategic Master Plan, market assessment, facility business plan, and programs and services plan. A main goal of the feasibility study was to determine if the old primary St. Malachy's school building and gymnasium site could be repurposed into the Brownsburg Community Center as envisioned by some of the key stakeholders.

In the development of the feasibility study for the proposed Brownsburg Community Center, high cost recovery as a priority. The diagram below illustrates how the planning process unfolded to produce the recommendations for the Brownsburg Parks and Recreation Community Center Feasibility Study:



Project Reference: Mr. Phil Parnin, Parks and Recreation Director  
61 N. Green Street; Brownsburg, IN 46112  
pparnin@brownsburgparks.com | 317.858.6003

## CONSULTANT EXPERIENCE

### Monon Community Center Feasibility Study (2001) and Business Plan (2010)

CARMEL, INDIANA

Set in a new park envisioned to be the “Jewel” of the Carmel-Clay park system, the Monon Community Center features an indoor natatorium containing a leisure depth pool and a six-lane, non-competition lap pool; a three-court gymnasium; health/fitness areas; an indoor children’s play zone; a café; flexible lobby space; administrative offices; program rooms; and a banquet room with a catering kitchen – are augmented by amenities contained in the facility’s accompanying, 3.5-acre, 2,098-capacity outdoor aquatic center. The amenities present in the finished project reflects input gleaned from a year-long series of public forums.

Designed to serve as an “anchor” to the inter-urban Monon Trail, the Center features an enclosed pedestrian bridge that spans the trail and links the passive, dense, mature forested areas of the site to the east, and active programming spaces in the open meadows of the site to the west of the Center.

Following completion of the feasibility study in 2001, which was completed by the PROS Consulting, in 2010 the Carmel/Clay Board of Parks and Recreation again contracted with the PROS Consulting to complete a Business Plan, as well as a Marketing Plan for The Monon Community Center. PROS worked closely with Carmel Clay Parks & Recreation management and staff to develop an understanding of the business plan project and outcome expectations, as well as access the current operating practices and key issues facing The Monon Community Center.

The ultimate outcome of the business plan was to provide a true measurement of The Monon Community Center’s ability to meet the financial and operating expectations of the Park Board, elected officials, and the Carmel Clay community. Throughout the business planning process three themes, or critical issues, emerged. These critical issues which the business plan was formulated upon were:

- A true measurement of realistic revenue capacity of the facility
- The ability to affectively link the facility design and program in a manner to optimize operational revenues to cover operational expenses
- To create a balance of the level of services provided to the value received with corresponding pricing
- The center has an operating budget of over \$4.5 million and has been self-sufficient since 2010. Through the business plan, the Monon Community Center has moved from a cost recovery of
- 75-80% to self-sufficiency of over 100% cost recovery.

Project Reference:

Mr. Michael Klitzing  
Parks and Recreation Assistant Director  
1235 Central Park Drive East  
Carmel, IN 46032  
317.573.4018 | mklitzing@carmelclayparks.com



**“PROS developed the Monon Community Center Business Plan and CCPR Communications and Marketing Plan, which provided key recommendations that helped our community center become self-sufficient within 2 years after previously operating at 75-80% cost recovery. Based on their contributions to our park system, I am confident you will be pleased with the quality and outcomes of their services.”**

**Michael Klitzing, Chief Operation Officer**



## CONSULTANT EXPERIENCE

### Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study (2014)

ESTES PARK, COLORADO

Estes Valley Recreation and Park District desired a feasibility study for an Estes Valley Community Recreation Center in partnership with the Town of Estes Park, Estes Park School District R-3, Estes Park Medical Center, and Estes Valley Public Library District. The PROS Consulting/Williams Architects team completed the feasibility study of converting an old elementary school into a multi-generational center in July of 2014. EVRPD has pursued the concept of building a community center in three unsuccessful bond issue elections in 1994, 2001, and 2008; however, formal feasibility studies were not completed prior to any of the three previous bond issue attempts.

The purpose of the feasibility study was to assist in providing information to the community and the proposed partners involved on the undertaking of a new EVCRC. As such, the intended outcome was for the partners to be well-versed on all aspects of the project in order to make informed decisions about their desired needs; the sustainability of the proposed design when considering the proposed site location and existing structures; and, the requirements necessary to accomplish the project with available resources.

The partnerships for the EVCRC would create a business consortium that would pool collective resources to offer recreation, health, and wellness that include medical, education, athletic, and social services in one facility for residents, area employers, and visitors. The facility would serve as a catalyst in the community when delivering recreation and other community functions in several disciplines. The facility would also become an integral part of a larger community campus that includes the future development of Stanley Park, Stanley Fairgrounds, and the Town of Estes Park Museum and Senior Center.

Project Reference: Mr. Skyler Rorabaugh  
Executive Director  
Estes Valley Recreation & Park  
District  
690 Big Thompson Avenue  
Estes Park, CO 80517  
970.586.8191 | skyler@evrpd.com



Pro Forma Revenues & Expenditures				
ESTES VALLEY COMMUNITY RECREATION CENTER				
BASELINE: REVENUES AND EXPENDITURES				
SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$989,500.00	\$52,200.00	\$937,300.00	1896%
Administration	\$0.00	\$540,110.05	(\$540,110.05)	0%
Building Maintenance	\$0.00	\$158,410.00	(\$158,410.00)	0%
Building Services	\$0.00	\$192,833.38	(\$192,833.38)	0%
Recreation Programs	\$31,080.00	\$102,427.50	(\$71,347.50)	30%
Fitness	\$112,630.00	\$223,881.36	(\$111,251.36)	50%
Natorium	\$410,225.00	\$859,628.34	(\$449,403.34)	48%
Gymnasium	\$192,210.00	\$154,826.00	\$37,384.00	124%
Parties	\$37,500.00	\$22,925.40	\$14,574.60	164%
Rentals	\$65,700.00	\$24,285.00	\$41,415.00	271%
Child Watch	\$14,000.00	\$36,202.24	(\$22,202.24)	39%
Kitchen	\$0.00	\$2,750.00	(\$2,750.00)	0%
Partnerships	\$226,500.00	\$0.00	\$226,500.00	
<b>Total</b>	<b>\$2,079,345.00</b>	<b>\$2,370,479.27</b>	<b>(\$291,134.27)</b>	<b>88%</b>

## CONSULTANT EXPERIENCE

### City of Boulder, CO Aquatics Division Feasibility Plan (2015)

BOULDER, COLORADO

The City of Boulder is a growing and dynamic community with an estimated population of 100,000 inhabitants. The community is proud of its world-class parks and recreation system that matches Boulder's national reputation for fitness, health and recreation. A significant aspect of the Parks and Recreation Department's offerings is its aquatic system. The system consists of five pools and provides a wide variety of programming and services aimed at meeting the aquatic needs of the community.



The City contracted with PROS Consulting to complete a study that included the following outcomes:

- Provide a condition assessment of current aquatic facilities and infrastructure;
- Evaluate current and anticipated demand for aquatic facilities in Boulder as well as the current and future supply to meet demands;
- Provide case studies and industry best practices for aquatic facility development and management;
- Develop scenarios and recommendations for Boulder to ensure vibrant and innovative aquatic facilities and management strategies
- Provide conceptual cost estimating for capital and operating associated with recommended scenarios.

The foundation of the Aquatics Feasibility Plan was to “mine” local knowledge through the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy the opportunity to participate in planning as well as to encourage to encourage thoughts from other stakeholders that typically do not voice their opinions. The public input process incorporated a variety of methods that included interviews, focus group meetings, and public forums.

FISCALLY CONSTRAINED SUMMARY				
POOL	HIGH PRIORITY COST	MEDIUM PRIORITY COST	LOW PRIORITY COST	TOTAL MAGNITUDE OF COST
North Boulder Recreation Center	\$189,789	\$200,292	\$237,847	\$627,927
East Boulder Community Center	\$168,095	\$554,373	\$272,898	\$995,365
South Boulder Recreation Center	\$51,400	\$131,442	\$207,177	\$390,018
Spruce Outdoor Pool	\$33,048	\$219,069	\$776,131	\$1,028,248
Scott Carpenter Pool	\$157,730	\$1,781,346	\$0	\$1,939,075
<b>TOTALS</b>	<b>\$600,062</b>	<b>\$2,886,521</b>	<b>\$1,494,052</b>	<b>\$4,980,635</b>

The process of developing the Boulder Parks and Recreation Aquatics Feasibility Plan followed a logical planning path as illustrated below:



Project Reference: Ms. Allison Rhodes, District Services Manager  
 City of Boulder Parks & Recreation  
 3198 N. Broadway; Boulder, CO 80304  
 303.413.7249 | rhodesa@bouldercolorado.gov

## CONSULTANT EXPERIENCE

### City of Westerville, OH Multi-Generational Recreation Center Senior Expansion Feasibility Study & Business Plan (2014)

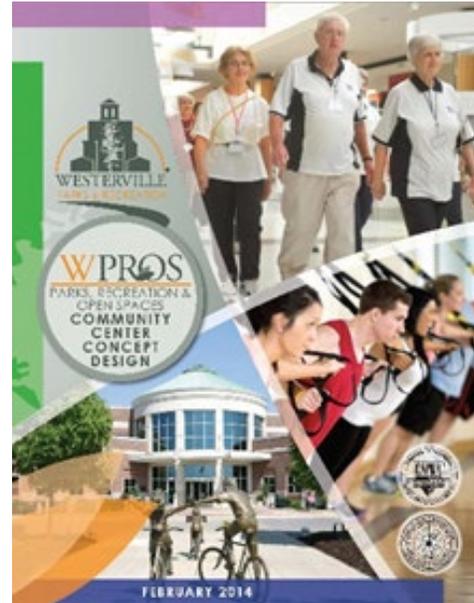
WESTERVILLE, OHIO

In 2014, as part of the Parks, Recreation and Open Space Master Plan, the PROS Consulting Team worked with the City of Westerville to develop Feasibility Study for a proposed recreation center expansion of the existing Westerville Community Center. The Community Center expansion included the inclusion of the Senior Center, which they would relocate from a different location, as well as the expansion of the fitness center, gymnasium, aquatics, and indoor track. The PROS Team completed the following components as part of the feasibility study/business plan:

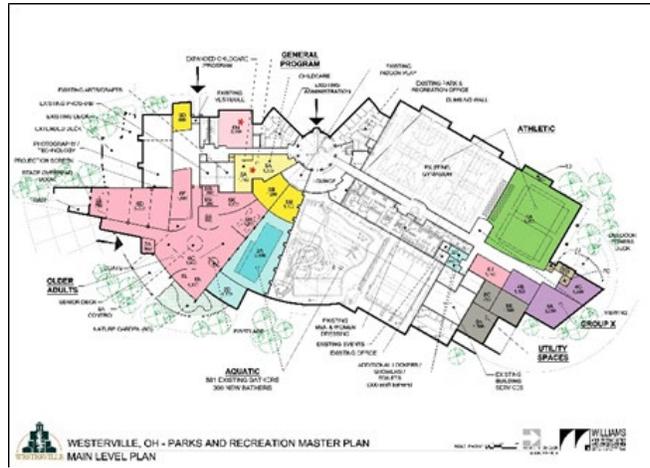
- Community Input (focus groups, public forums, stakeholder interviews, surveys)
- Market Analysis (Demographic and Recreational Trends Assessment)
- Vision and Core Program of the Expansion
- Operational Standards & Staffing Plan
- Conceptual Plans
- Financial Feasibility / Pro Forma Development
- Final Report Briefings and Development

The PROS Team presented the findings and outcomes in a strategic process, built upon examining the most innovative, effective and sustainable opportunity for the Parks and Recreation System for the next generation. With the expansion of the Community Center and moving the Senior Center to one large Multi-Generational Community Center, the City desired the facilities to achieve a higher cost recovery goal, moving from 60% to 84%.

Project Reference: Mr. Randy Auler, Director of Westerville, OH Parks & Recreation Department  
350 N. Cleveland Ave.  
Westerville, OH 43082  
614.901.6504 | randy.auler@westerville.org



Revenue	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Fees	\$1,398,855.46	\$1,442,851.13	\$1,485,106.66	\$1,529,898.26	\$1,575,548.66	\$1,622,926.13
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$38,030.00	\$40,180.00	\$41,385.71	\$42,637.28	\$43,906.10	\$45,223.28
Fitness	\$490,450.00	\$474,393.00	\$458,891.41	\$450,346.15	\$442,240.53	\$433,787.75
Natorium	\$651,730.00	\$675,302.00	\$691,441.58	\$712,124.82	\$733,550.37	\$755,356.88
Gymnasium	\$95,940.00	\$98,828.20	\$101,782.75	\$104,826.23	\$107,961.32	\$111,200.75
Parties	\$37,500.00	\$38,825.00	\$39,783.75	\$40,877.26	\$42,206.58	\$43,721.78
Rentals	\$101,100.00	\$104,133.00	\$107,256.99	\$110,474.70	\$113,788.84	\$117,202.61
Child Care	\$14,500.00	\$15,235.00	\$15,992.05	\$16,771.81	\$17,574.97	\$18,402.21
Vendables	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,254.99	\$11,592.74
Senior Center	\$97,000.00	\$99,800.00	\$102,807.30	\$105,984.32	\$109,317.83	\$112,849.59
<b>Total</b>	<b>\$1,917,105.46</b>	<b>\$1,904,618.43</b>	<b>\$1,908,475.19</b>	<b>\$1,917,399.90</b>	<b>\$1,923,217.90</b>	<b>\$1,931,724.78</b>
Expenditure	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Fees	\$1,671,118.00	\$1,671,311.80	\$1,671,118.00	\$1,671,311.80	\$1,671,118.00	\$1,671,311.80
Administration	\$928,768.37	\$939,474.11	\$978,122.73	\$1,009,751.48	\$1,020,399.49	\$1,058,207.36
Building Maintenance	\$208,245.37	\$210,756.77	\$212,322.48	\$213,944.48	\$215,624.83	\$217,365.88
Building Services	\$250,730.80	\$252,137.80	\$253,589.63	\$255,088.15	\$256,634.68	\$258,230.78
Recreation Programs	\$127,520.01	\$128,805.01	\$129,726.66	\$130,888.22	\$132,083.01	\$133,324.37
Fitness	\$478,977.74	\$481,877.74	\$485,101.29	\$488,348.08	\$491,723.00	\$495,231.30
Natorium	\$692,131.45	\$694,772.86	\$697,490.93	\$700,285.34	\$703,122.29	\$706,044.01
Gymnasium	\$33,336.00	\$33,854.00	\$34,333.90	\$34,784.07	\$35,214.69	\$35,626.76
Parties	\$32,925.40	\$33,849.40	\$34,013.16	\$34,118.34	\$34,266.24	\$34,448.85
Rentals	\$17,185.00	\$17,791.00	\$18,419.74	\$19,072.08	\$19,749.93	\$20,451.11
Child Care	\$3,126.72	\$3,298.72	\$3,429.62	\$3,581.46	\$3,749.43	\$3,927.99
Vendables	\$5,700.00	\$5,876.00	\$6,061.82	\$6,251.04	\$6,444.43	\$6,646.08
Senior Center	\$906,663.00	\$911,751.25	\$917,137.60	\$922,713.41	\$928,518.31	\$934,520.25
<b>Total</b>	<b>\$3,794,926.45</b>	<b>\$3,828,361.44</b>	<b>\$3,871,761.15</b>	<b>\$3,921,388.33</b>	<b>\$3,967,100.13</b>	<b>\$4,024,369.20</b>
<b>Net Revenue</b>	<b>(\$877,820.99)</b>	<b>(\$923,543.01)</b>	<b>(\$783,003.96)</b>	<b>(\$793,988.43)</b>	<b>(\$683,872.19)</b>	<b>(\$692,643.46)</b>
<b>Total Cost Recovery</b>	<b>76.9%</b>	<b>78.3%</b>	<b>79.8%</b>	<b>81.3%</b>	<b>82.8%</b>	<b>84.2%</b>



## CONSULTANT EXPERIENCE

### City of Olathe, KS Recreation Center Feasibility Study & Business Plan (2013)

OLATHE, KANSAS

In 2012, the City of Olathe contracted with PROS Consulting, for consulting services to analyze the feasibility of developing a Community Recreation Center in Olathe as well as to develop a business plan for the facility if developed by the City. The goal of the planning project was to complete a feasibility analysis and business plan for the proposed new recreational facility in a comprehensive manner so that all key leaders and decision makers had complete clarity of the potential for financial sustainability of the facility. The scope of the project spanned the physical and operational aspects of the proposed recreation center facility, including:

- Program analysis
- Site analysis
- Conceptual layout
- Operations and financial analysis
- Demographic and Trend assessment
- Competition assessment
- Project funding analysis
- Business Plan development

The ultimate outcome of the project was to provide a roadmap for the City that bridges the design, planning and development stages of the project into the operational phase and a management plan for the Community Recreation Center. The 72,000 square foot facility opened Mid 2014 and has exceeded the feasibility study's cost recovery goals.

Project Reference: Mr. Brad Clay, Deputy Director  
Olathe Parks & Recreation  
100 E. Santa Fe Street; Olathe, KS 66051  
913.971.8618 | bclay@olatheks.org



Pro Forma Revenues & Expenditures							
OLATHE RECREATION CENTER							
BASELINE: REVENUES AND EXPENDITURES							
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	
Passes	\$1,537,977.24	\$1,554,135.46	\$1,631,628.95	\$1,680,359.15	\$1,731,026.51	\$1,782,287.03	
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Service/tenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs and/fitne	\$86,190.00	\$97,270.70	\$98,993.97	\$98,545.79	\$40,732.16	\$41,954.13	
Fitness	\$64,942.00	\$63,390.26	\$62,391.97	\$67,969.78	\$692,122.64	\$712,866.92	
Natatorium	\$21,200.00	\$16,739.00	\$14,261.17	\$19,111.41	\$204,024.73	\$110,076.59	
Gymnasium	\$40,180.00	\$41,320.40	\$42,626.96	\$48,900.77	\$45,222.94	\$46,979.63	
Parties	\$97,500.00	\$98,625.00	\$98,783.75	\$40,977.26	\$42,206.98	\$48,472.78	
Rentals	\$301,100.00	\$104,133.00	\$107,296.99	\$110,474.70	\$143,788.94	\$117,202.61	
Child Care	\$12,310.00	\$12,998.60	\$13,679.29	\$14,389.67	\$15,121.36	\$15,875.00	
Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vendsteria	\$10,000.00	\$10,300.00	\$10,600.00	\$10,917.17	\$11,239.09	\$11,562.74	
<b>Total</b>	<b>\$1,961,509.24</b>	<b>\$2,438,934.42</b>	<b>\$2,718,723.05</b>	<b>\$2,820,884.76</b>	<b>\$2,905,211.38</b>	<b>\$2,892,876.62</b>	
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	
Passes	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	
Administration	\$73,196.70	\$740,148.50	\$737,768.74	\$776,090.16	\$795,133.24	\$814,942.80	
Building Service/tenance	\$150,410.00	\$151,921.40	\$153,487.11	\$155,109.11	\$156,789.46	\$158,520.51	
Building Services	\$80,508.13	\$81,241.13	\$81,987.91	\$82,730.21	\$83,479.26	\$84,235.54	
Recreation Programs and/fitne	\$91,173.00	\$93,225.56	\$93,332.42	\$97,256.53	\$99,840.11	\$102,206.72	
Fitness	\$361,834.36	\$609,398.17	\$628,070.67	\$647,280.37	\$667,126.71	\$688,080.30	
Natatorium	\$464,082.24	\$468,820.04	\$473,828.42	\$478,979.26	\$484,325.75	\$488,874.36	
Gymnasium	\$39,006.00	\$39,476.00	\$39,963.90	\$40,470.39	\$40,996.18	\$41,542.02	
Parties	\$33,423.40	\$34,489.40	\$35,573.96	\$36,680.67	\$37,821.17	\$38,987.18	
Rentals	\$25,783.00	\$26,320.00	\$26,905.50	\$27,497.28	\$28,111.13	\$28,747.90	
Child Care	\$12,268.72	\$12,296.72	\$12,329.62	\$12,361.45	\$12,394.23	\$12,427.99	
Kitchen	\$17,750.00	\$17,875.00	\$18,000.00	\$18,125.00	\$18,250.00	\$18,375.00	
Vendsteria	\$3,700.00	\$3,738.00	\$3,781.62	\$3,821.04	\$3,861.45	\$3,902.83	
<b>Total</b>	<b>\$1,272,241.00</b>	<b>\$2,418,692.42</b>	<b>\$2,466,947.59</b>	<b>\$2,516,478.38</b>	<b>\$2,568,297.99</b>	<b>\$2,622,062.14</b>	
Total Cost Recovery	109%	110%	111%	112%	113%	114%	

## CONSULTANT EXPERIENCE

### Prince George's County Southern Area Aquatics and Recreation Center Feasibility Study & Business Plan (2013)

PRINCE GEORGE'S COUNTY, MARYLAND

In 2013, The Maryland-National Capital Park and Planning Commission (M-NCPPC) desired a Southern Area Aquatics and Recreation Center (SAARC) feasibility study/business plan for a proposed new multi-generational recreational center located in the Brandywine area of Prince George's County. The proposed multi-generational recreational center was developed jointly with the community through an agreement with the M-NCPPC. It will be M-NCPPC's first multi-generational recreation center to be developed in accordance with new design and operational guidelines for regional community centers based on M-NCPPC's Formula 2040: the Functional Master Plan for Parks, Recreation and Open Space, which was completed by PROS Consulting in 2013.

As envisioned, this new regional facility will have components that can accommodate a range of leisure and recreational activities in one setting as expressed by individuals and families from various community input processes. The program spaces planned include an indoor aquatics center, fitness area, gymnasium, senior services and designated program spaces that can serve people of all ages.

PROS Consulting was hired by M-NCPPC to lead the process that included developing the market assessment and the financial feasibility component of the project.

The SAARC Feasibility Study and Business Plan was developed under the following guiding principles and desired outcomes:

- Build a shared vision for a signature multi-generational recreation center facility in southern Prince George's County that includes three main program spaces that include an aquatic center, gymnasium and fitness component, which includes additional program space to serve all age groups.
- Utilize best practice means and trends to help meet the needs of current and future residents.
- Focus on promoting a collaborative approach toward future development with the community.
- Determine the optimal staffing structure and operational metrics to ensure maximum return on investment for M-NCPPC and the taxpayers of the County.

Project Reference: Mr. Alvin McNeal, Deputy Director  
 Prince George's County Department  
 of Parks and Recreation  
 6600 Kenilworth Avenue  
 Riverdale, MD 20737  
 301.699.2533  
 alvin.mcneal@pgparks.com



**Pro Forma Revenues & Expenditures**  
 M-NCPPC Southern Area Aquatics and Recreation Center  
**BASIS: REVENUES AND EXPENDITURES**

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Passes	\$1,400,000	\$1,772,000	\$1,604,305.16	\$1,653,940.21	\$1,701,219.25	\$1,752,265.11
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$1,400.00	\$1,205.66	\$2,769.04	\$12,462.11	\$24,255.67	\$14,860.94
Fitness	\$24,621.00	\$11,879.69	\$15,295.01	\$18,969.10	\$22,259.99	\$25,961.15
Natorium	\$82,425.00	\$78,277.75	\$94,675.68	\$114,575.99	\$131,014.29	\$152,014.72
Gymnasium	\$39,803.00	\$33,797.09	\$11,871.00	\$18,260.13	\$24,860.04	\$31,654.44
Rentals	\$4,800.00	\$10,267.00	\$1,879.01	\$32,424.25	\$55,071.99	\$58,966.50
Child Care	\$17,260.00	\$12,467.50	\$12,761.59	\$17,294.97	\$20,733.66	\$24,261.34
Kitchen	\$2,000.00	\$4,400.00	\$4,800.00	\$13,266.19	\$18,797.12	\$18,229.99
Total	\$1,574,861.00	\$1,851,206.94	\$1,721,672.03	\$1,812,601.14	\$1,899,032.74	\$1,994,869.40

Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Passes	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Administration	\$77,110.05	\$77,269.05	\$11,291.44	\$57,369.66	\$68,744.26	\$69,261.24
Building Maintenance	\$18,410.00	\$18,361.40	\$18,706.21	\$21,215.64	\$26,424.94	\$30,797.70
Building Services	\$32,893.28	\$37,238.05	\$22,740.51	\$39,469.06	\$37,474.03	\$78,903.20
Recreation Programs	\$27,461.20	\$146,255.69	\$35,651.05	\$69,717.71	\$78,254.78	\$168,101.36
Fitness	\$27,475.06	\$37,472.12	\$24,251.97	\$22,700.50	\$42,099.03	\$42,774.25
Natorium	\$89,654.24	\$82,865.11	\$91,051.49	\$104,266.71	\$114,454.20	\$123,244.03
Gymnasium	\$14,209.80	\$19,023.89	\$12,891.05	\$19,079.20	\$24,461.75	\$24,079.09
Rentals	\$4,425.40	\$4,975.43	\$6,826.51	\$16,232.45	\$42,131.41	\$42,035.67
Child Care	\$5,765.00	\$7,397.60	\$4,700.12	\$10,266.17	\$11,969.00	\$12,809.60
Kitchen	\$4,201.24	\$9,046.41	\$4,110.79	\$45,407.41	\$49,017.77	\$52,861.11
Total	\$1,163,137	\$1,716,244.17	\$1,581,544.17	\$1,412,257.4	\$1,443,262.6	\$1,592,260.29

Total Cost Recovery: 26% 26% 26% 26% 27% 26%



## CONSULTANT EXPERIENCE

### City of Grapevine, Texas Community Activities Center Expansion Feasibility Study (2012)

GRAPEVINE, TEXAS

In 2012, PROS Consulting completed a feasibility study/business plan for the 48,000 square foot facility that opened in 1996. The City of Grapevine desired a feasibility study/business plan for the expansion/renovation of the Multi-Generational Community Activities Center that would include additional a senior programming expansion, recreation programming space, an increase in the square footage of the weight/fitness area, and an added indoor aquatic component.



The diagram below illustrates how this planning process unfolded to produce the recommendations for the Community Activities Center Business Plan:



By providing an objective analysis of the market and optimal management plan provided, created a viable financially stable CAC to meet the needs of the local market and the economic and financial expectations of the City. The updated Community Activities Center will be a great addition to the many public assets available to Grapevine residents. After expansion, the renovated Community Activities Center will be nearly 127,000 square feet. It will meet best practice standards for indoor community center space for residents of Grapevine.

The Community Activities Center will have a balance between programmed and open use space based on programming in the building consuming 65% of the time available. The Community Activities Center has the capability to generate additional operating revenue that the pro forma presents, if the City Council feels it is appropriate for the future. A facility based on the new projected square footage can easily achieve 70% to 80% of its full operating costs if desired. The 110,000 square foot facility opened in 2015 and has exceeded the feasibility study's cost recovery goals.

	Base Year	2nd Year	3rd Year	4th Year	5th Year
Revenues	\$2,375,224.00	\$2,438,377.78	\$2,505,568.97	\$2,573,935.15	\$2,644,497.19
Direct Expenditures	2,675,326.37	2,758,357.20	2,846,097.50	2,935,638.00	3,028,072.59
Revenues Over (Under) Direct Expenditures	(\$300,102.37)	(\$319,979.42)	(\$340,508.53)	(\$361,702.85)	(\$383,575.40)
Indirect Expenditures	586,789.76	607,581.68	629,120.60	651,438.14	674,562.97
Total Revenue and Total Expenditures	(\$886,896.13)	(\$927,561.10)	(\$969,629.13)	(\$1,013,140.99)	(\$1,058,138.37)
Direct Cost Recovery	89%	88%	88%	88%	87%
Total Cost Recovery	73%	72%	72%	72%	71%

Project Reference: Mr. Doug Evans  
Former Parks and Recreation Director  
1175 Municipal Way, Grapevine, TX 76051  
817.992.9340 | dandleevans@verson.net



# **BLUNDALL** ASSOCIATES, INC.

## **Construction Cost Consultants**

Blundall Associates, Inc., is in its thirty-sixth year of providing cost consulting and project management services to a wide range of commercial, institutional, and industrial clients. In a typical year we prepare estimates for projects in excess of 2 billion dollars in total value for clients in multiple states. We have now successfully completed projects in over 30 states - the majority of our work falling from the Midwest to the East Coast.

Blundall Associates, Inc., employs four full-time professional estimators, four estimating technicians/interns, and an office manager/administrative assistant. All of our senior full-time estimators have a relevant college education and at least five years of experience in the construction industry and/or the professional construction cost consulting/estimating field. We are a full service practice; our in-house staff prepares estimates for all architectural and engineering disciplines, including mechanical and electrical trades. Our estimates are prepared using state-of-the-art electronic take off software integrated with our custom designed MS Excel spreadsheet,

An independent cost analysis by Blundall Associates, Inc., provides an objective review of project costs based on the construction market in the region in which the project is located without any preconceived ideas as to the optimum project design solutions. This allows owners and architects to objectively evaluate and price base design and alternatives to provide a solid foundation for either bidding or negotiating the project.

Our company was established in 1979, and we are still providing services for many of our initial clients. We have consistently provided estimates within five percent of the final bid results, with the majority falling within three percent of the final bid result. The bids are typically under our estimates. We feel that our ability to maintain long-term relationships with many of our clients is an excellent indication of the quality of services that we have historically provided

Blundall Associates, Inc., is a corporate member of The Association for the Advancement of Cost Engineering, the American Society of Professional Estimators, The Consulting Estimators Roundtable and the U.S. Green Building Council. Two members of our staff have achieved the designation of Certified Professional Estimator through the American Society of Professional Estimators, and our staff is trained in the use of the MCACES MII estimating system. Our staff also includes LEED Accredited Professional personnel, and we have worked on projects incorporating significant levels of sustainable design features for approximately seventeen years. We have completed or are working on numerous projects typically seeking "Silver" or "Gold" LEED certification.

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9602 Coldwater Road, Suite 204, Fort Wayne, IN 46825 Tel: 260-489-8444; [www.blundall.com](http://www.blundall.com)

## CONSULTANT EXPERIENCE

# BLUNDALL ASSOCIATES, INC.

The following is a sample listing of related projects for which design cost control services were provided by Blundall Associates, Inc.

New Kosciusko Community YMCA (including pool)  
Warsaw, Indiana

New North Manchester Community Pool  
(Conceptual Cost Study)  
North Manchester, Indiana

Washington Park Recreational Facility  
Indianapolis, Indiana

Additions and Renovations  
Glick Jewish Community Center  
Indianapolis, Indiana

Clarksville Little League  
Clarksville, Indiana

Lambert Baseball Complex Upgrade  
West Lafayette, Indiana

Camp Logan Unit House  
Girl Scouts of Lumberlost Council  
Kosciusko County, Indiana

North Campus Restrooms  
Ball State University  
Muncie, Indiana

Capital Improvements to Buildings and Grounds  
(Fort Wayne, Indiana):  
    Franke Park  
    Swinney Park  
    McMillen Park  
    Foster Park  
    Northside Park  
    Memorial Park

Quad Communities Arts & Rec Center  
Chicago, Illinois

Elkhart Health & Lifestyle, Natatorium,  
Community Center  
Elkhart, Indiana

Steuben County Community Building  
Steuben County, Indiana

Additions and Renovations  
Milo Grogan Community Center  
Columbus, Ohio

Plainfield Recreation/Aquatic Center  
Plainfield, Indiana

Goshen Community Center  
(Conceptual Cost Study)  
Goshen, Indiana

Headwaters Park – Phases 1-4  
Fort Wayne, Indiana

North Campus Athletic  
Facilities Improvements  
Ball State University  
Muncie, Indiana

Master Plan/Conceptual Cost Studies  
Bart Kaufman Baseball and  
Andy Mohr Softball Stadia  
Indiana University  
Bloomington, Indiana

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## SCOPE + APPROACH



Browning Day will lead the planning process with Leadership+Design® coupled with strong project management expertise.

We will apply our creativity to design a process that moves the project forward in a smooth and logical manner. Nick Davis will take responsibility for schedule, cost management and program implementation. While we have the capability to use modern off site meeting technology to streamline processes, we continue to believe being available in person is often the best way to solve a problem or move an idea forward. We consider ourselves local to Whitestown and anticipate being on site frequently during the course of the study.

We take an individualized approach to each project, which will result in innovative solutions tailored to address the unique needs and challenges that face the Whitestown Parks & Recreation Department and the community as a whole. All of our plans are anchored in detailed analysis, hands-on client interaction, meaningful public involvement and broad community support. Our plans and associated recommendations are actionable and supported by a realistic implementation strategy.

Civic buildings help form the community framework by providing a place where local residents can play, learn and thrive. The proposed center will play a significant role in increasing social capital by providing equitable access to amenities, programs and facilities. A well-planned and managed approach also has the ability to serve as a catalyst for significant economic development opportunities and therefore must be coordinated and aligned with the town's overall economic development strategy. It very well may be a key deciding factor for those residents and businesses who you would like to attract as well as those you would like to keep.

The project effort begins with a kick-off meeting with key stakeholders and design team members in attendance. This meeting establishes or reiterates design considerations, budget targets, time frames, sustainability goals, schedules and communication channels.

## SCOPE + APPROACH



Public participation sessions combined with an online survey will inform the building and site programming needs.

Listening is the cornerstone of our process. We make a concerted effort to understand your project's desired outcomes as articulated by the project stakeholders; the real "experts." Our process will engage both the Client and the stakeholders throughout the life of the project by using a variety of triangulated involvement techniques such as collaborative workshops; opinion surveys; stakeholder/steering committees; and dynamic web-based stakeholder engagement platforms such as Survey Monkey®, Facebook®, and the less-known MySidewalk®.



mySidewalk  
by MindMixer

Wouldn't it be great if stakeholders from all around the world could "attend" meetings/presentations from the comfort of their homes? By serving as a "virtual board room," that's exactly what a project-specific MySidewalk® project portal does; it serves as an endlessly customizable, moderated

online engagement platform where stakeholders can submit ideas, engage in discussion, and provide feedback to the design team in real-time.

This intentional dedication to engagement results in a design product imbued with stakeholder support and consensus because both end-users and key decision makers have been actively engaged throughout its creation. Engagement is critical to buy-in, and buy-in is critical to implementation.

Programming begins with a list of owner/user group wishes and what-ifs. The user groups and stakeholders each have distinct and sometimes conflicting desires that must be guided towards the ultimate goal of satisfying the mission statement. The owner, users, stakeholders and design team participate simultaneously in order for the pros and cons of each desired component can be evaluated appropriately. The programming process typically consumes two to three days on site, and may include several site visits to comparable facilities in the surrounding areas.

The Browning Day team includes experienced professionals in architectural, MEP/civil/structural engineering and landscape architectural design who will provide input to our construction cost consultant.

This effort will result in a budget for hard construction as well as associated soft costs. We will be reviewing these with the client's steering committee as they develop.

Our consultant, Pros Consulting Inc., will also assist in developing a preliminary budget for staffing, operations, programming and maintenance costs. Projections for initial revenues will be defined in relation to alternative financing options, and will be reviewed with the Town's financial advisor.



## PROPOSED FEE

Our proposed design fee for the listed scope of work listed below is a lump sum of **seventy nine thousand five hundred dollars (\$79,500)**, including our required expenses. We would invoice monthly, based upon the percentage of completion.

### Core services included in the Design Fee:

- |                            |                                     |
|----------------------------|-------------------------------------|
| 1. Public Participation    | 4. Preliminary Plans                |
| 2. Facility Program        | 5. Budget and Finance               |
| 3. Site Selection Analysis | 6. Marketing Materials/Deliverables |

## SCHEDULE

The following timeline for the feasibility study demonstrates how we will deliver this scope of work. We anticipate that the overall time frame will be refined after an initial project kick-off meeting with the key stakeholders.

### Month One

1. Kick-off meeting with Project Steering Committee (SC)
2. Define goals and study timelines
3. Prepare and distribute online survey
4. Establish public meeting format for public input
5. Identification of potential sites
6. Launch MySidewalk® project portal

### Month Two

7. Public input session
8. Review survey results and compile conclusions
9. Refine program draft based upon survey and public sessions
10. Review program draft with SC
11. First round of site selection (max of 6 sites)

### Month Three

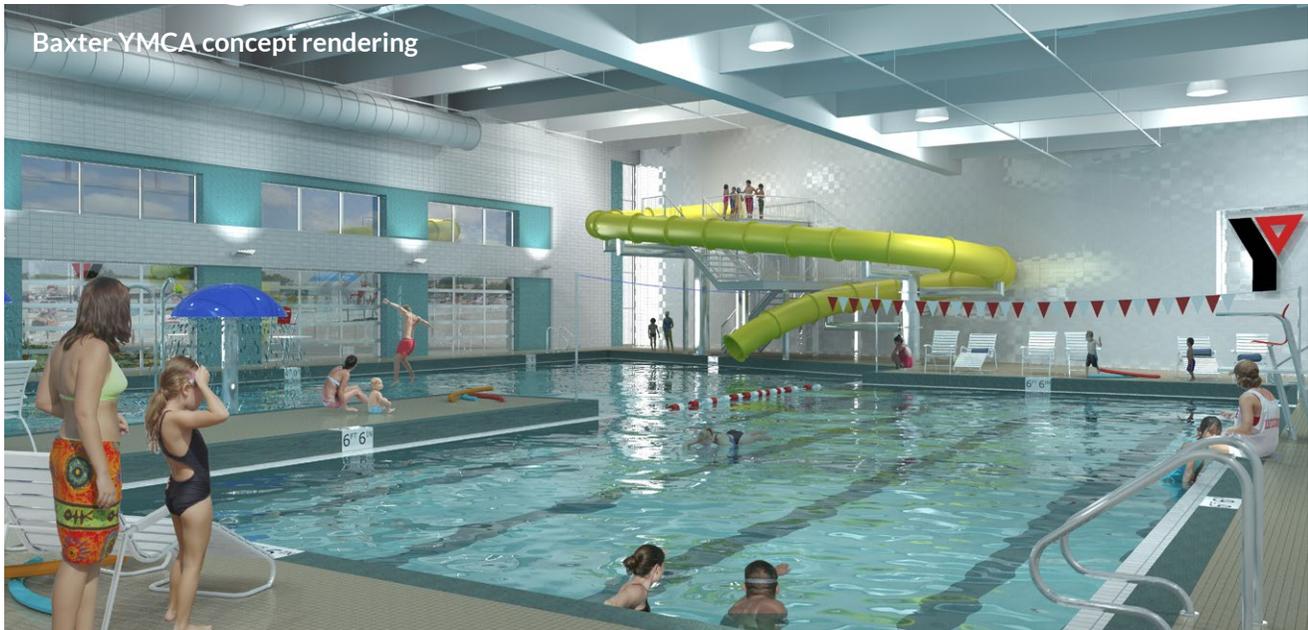
12. Detailed site analysis of two (2) sites
13. Final site selection
14. Prepare conceptual layouts
15. Begin order of magnitude cost estimates
16. Initial financing discussions
17. Review with SC

### Month Four

18. Prepare final drafts for:
  - Preferred Site
  - Building layout(s)
  - Initial massing sketches
  - Cost review
19. Review with SC
20. Production of final report and graphics
  - Project Report: (1) PDF copy
  - Color Floor Plans: (1) PDF copy, (1) set of 24x36 mounted to foam core
  - Exterior Rendering: (1) PDF copy, (1) set of 24x36 mounted to foam core; 2 perspectives to be included
  - Site Plan: (1) PDF copy, (1) copy of 24x36 plan mounted to foam core
  - PowerPoint: (1) electronic copy of a PowerPoint presentation summarizing the plan
21. Presentation to SC



## CLOSING STATEMENT



Browning Day's approach to architectural development, design, renovation and expansion design is both innovative and sustainable. The foundation of our expertise in creating site-specific design solutions comes from working closely with our clients to realize their vision. John Dierdorf and Nick Davis bring over 60 years of combined experience and knowledge from numerous health and wellness centers, training facilities and sports complexes throughout the United States.

We also bring national knowledge from the Greater Indianapolis YMCA facilities and numerous health and wellness centers, aquatic, hockey, training facilities, meeting spaces, indoor and outdoor sports complexes from across the United States. Design team leadership by senior architects and firm owners bring valued experience and passion to the team and Whitestown.

Our collaborative teaming approach includes the owner and the user groups as well as the design team and construction entities. The review process creates multiple options that will offer the Whitestown community the following benefits:

- Project leadership by senior architects, planners and firm owners
- Significant expertise in architecture, interior design and landscape architecture
- National practice with insights to current trends
- Commitment to personalized solutions
- Results that will exceed your expectations

Browning Day has a very interactive, partnered-design process that we are excited to share with you. It is a process that connects us with all the important details of your needs and encourages your input. If you want a state-of-the-art community center and you want the community to not just use it but love it, choosing Browning Day will bring you maximum benefit.

