



LEHMAN & LEHMAN
Transforming Horizons

Professional Services Proposal for the

***Feasibility Study related to the Proposed
Community and Recreation Center
for the Town of Whitestown, Indiana***



Submitted to:

Whitestown Parks and Recreation • 6210 South 700 East • Whitestown, IN 46075

Submitted by the Professional Team of:

Lehman & Lehman, Inc.

Landscape Architects | Planners | Placemakers
510 Lincolnway East, Suite C
Mishawaka, IN 46544

Arkos Design, Inc.

Architects | Interior Designers
117 South Main St.
Mishawaka, IN 46544

29-Jan-16



January 29, 2016

Statement for Qualifications for Design and Planning Services for the
**New Community and Recreation Center
Feasibility Study**

For Park and Recreation Department, Town of Whitestown, Indiana

This agreement defines the scope of Design and Planning Services

Between the Client: **Whitestown Parks and Recreation Department**

(hereinafter referred to as Client)

c/o Nathan Messer, Director, 6210 South 700 East,
Whitestown, IN 46075

and the Landscape Architect: **Lehman & Lehman, Inc.** (hereinafter referred to as Landscape Architect)
510 Lincolnway East, Suite C, Mishawaka, IN 46544

for the following project: **New Community and Recreation Center Feasibility Study,
Whitestown, IN**

As a follow-up to recent conversations and your Request for Qualifications dated January 8, 2016, let this document confirm our Statement of Interest in this project. **Lehman & Lehman, Inc.** (landscape architects, planners, placemakers) and **Arkos Design, Inc.** (architects, interior designers, space planners) are pleased to submit this Qualifications Statement to the Town of Whitestown for your consideration in the **New Community and Recreation Center Feasibility Study**.

We commend Whitestown and share your excitement for the opportunities that a feasibility study can provide for a new community and recreation center for the Whitestown community. Knowing the significant residential growth projects for the Town in the coming decades, planning for a new community center facility will aid the Town's quality of life values.

We look forward to this opportunity to establish a professional relationship with you in the visioning process of this unique and timely project that will establish a **Future Legacy of Whitestown!**

What an exciting snapshot in time for the Town of Whitestown! The exact right moment is here to develop a fresh vision for the future of recreation services grounded in customer preference with a keen eye toward future demands and strategic alliances. Consensus on future Community and Recreation Center plans will create momentum. Then opportunity, accomplishment and accolade await; all in partnership with the residents, communities and stakeholders you serve!

Progressive Cities and Towns, like Whitestown challenge their leaders by asking, "*are we providing programs, services, facilities, and operations that best suit our customers?*" A simple question, however, efficiently arriving at the answer requires a disciplined and systematic process that combines both

scientific analyses of your assets and programs with a clear understanding of the needs of changing population demographics. The end-goal is consensus on a preferred strategy and a prioritized road map for implementation of a future community and recreation center that is clear to the customers and attainable for the Town.

We want to help your leaders achieve this important goal. Consequently, we hope you will find that Lehman & Lehman, Inc., in close coordination with a professional team of experts, has a *better approach, better resources* and *better experience* necessary to accomplish your vision for this plan.

Better Approach

Our entire team is dedicated to the sense of *PlaceMaking* for the Town of Whitestown. To that end, our approach will help you best determine the important aspects of the feasibility study to determine what components will best serve the Whitestown community through its future Community and Recreation facility. We want to help you create places, programs and systems that are not only attractive and user friendly, but that are genuinely sustainable – not just environmentally, but functionally, culturally and economically, as well.

The site and facility master plans will serve as a catalyst and a guide for the coming years. Assessing, determining and prioritizing the community's needs and preferences will critically inform the plan's alternative strategies, while emerging trends will demand flexibility within the action plan. This, in combination with the required inventories and standards benchmarking, will refine emerging priorities that will be vetted with stakeholder and leadership groups. Strong project management will unfold the process in the right order to complete the plan within an achievable timeframe.

Lehman & Lehman, Inc. team approach will clearly recognize the extensive resources that Whitestown community, and its partners, can provide. We propose to evaluate, verify and incorporate, not re-create, the provided materials. However, we will include available GIS mapping advancements, as available and needed, to support emerging recommendations during the site planning process.

We propose an incremental process that starts by evaluating your desired outcomes, your assets, program offerings, your partners' offerings and your customer's preferences. Then, we will explore a variety of integrated opportunities and advance the most promising, alternative strategies in greater detail for discussion, refinement and prioritization. Finally, we will conclude with user-friendly deliverables that will promote a systematic implementation. The entire process will be creative, yet firmly grounded within your means in order to generate and sustain momentum. Throughout the project we will actively engage the diverse talent within our planning team along with your staff, board and stakeholders in order to gain perspective and generate significant support for implementation. Our passion for *Community PlaceMaking* will make us tireless advocates for the success of your plan throughout the process.



Better Resources

We are prepared to dedicate substantial talent and supporting resources to your planning projects.

Senior leaders, who have the talent and capacity to make this project a success, will closely collaborate with you throughout each phase of the engagement. As Project Leader, I will personally lead the team and actively participate in all aspects of the planning including key meetings, public presentations and alternative strategy development.

- **Chuck Lehman** – as the President of Lehman & Lehman, Inc., Chuck will personally lead the team and actively participate in all aspects of the planning including key meetings, public presentations and alternative strategy development. He will be responsible for project coordination, data inventory and analysis, needs assessment, alternative strategy development, action plan development and the final master plan preparation.
- **Jeff Anglemyer** – an architect with Arkos Design, will join the Lehman & Lehman, Inc. team and be responsible for architectural program development and review, code review and conceptual architectural design of the feasibility planning process.

Additional staffing will be available for the project team's offices and sub consultants including engineers, environmental consultants, construction contractors, financial consultants, etc.

The Planning Studio at Lehman & Lehman, Inc. and the Project Team has completed successful Comprehensive Campus Master Plans for the following variety of projects:

- **Feasibility Study for a new Community Wellness Center**, Goshen Parks and Recreation, Goshen Hospital and Goshen Community Schools, Goshen, IN
- **Feasibility Study for Foundation Meadows Park and Aquatics Development**, Valparaiso, IN
- **Feasibility Study for Miracle Park Development**, South Bend, IN

This project team has a working relationship on several projects over the years. We know our strengths and our capabilities in our project endeavors. Areas that make our Project Team unique include:

- While we are experts in the Park and Recreation, Community Center and Institution Design field and we carry a diverse portfolio of other project types that aids in the planning and design of Whitestown Community and Recreation Center Feasibility plan including religious architecture, parks and recreation, land planning, placemaking, etc.
- Our Project Team works with municipalities in the areas of zoning, land use and exception agency approvals
- As PlaceMakers we will integrate the principles of creating places out of spaces that incorporates and engages users and the community

Your request for qualifications is geared to the landscape architect's experience level in site and campus master plan development and long-range, strategic planning. While the architectural component will be a significant portion of the scope of services, the makeup of the project team's leadership will be from Lehman & Lehman, Inc., Landscape Architects, Planners and PlaceMakers.



Arkos Design's experience as architects and space planners will lead the project team in the formation of the architectural space planning components for the proposed community facility.

The Lehman & Lehman, Inc. team will execute our approach by applying the right talent, at the right time to the right task.

The Lehman & Lehman, Inc. project team has extensive experience working with agencies that are advancing a strategic vision, seeking grant dollars or reviewing opportunities brought about by the new economy and markets. We will assist with keeping these and other key criteria, that are determined by you and the Town of Whitestown, at the forefront of the project at all times.

Better Experience

Each of our team members has comparable clients, project and stakeholder experience. As you review our credentials, you will see that the Lehman & Lehman, Inc. team has a keen understanding of the interests, challenges and requirements of clients like Whitestown for your Community and Recreation Center. Our project team has a large portfolio of project types that allows team members to apply techniques of planning, strategies and design solutions to municipal / park & recreation clients and their projects. Consequently, our collective experience is focused on comprehensive feasibility planning and design at all levels, including full strategy implementation services.

In fact, many of these comparable projects are highlighted later in this proposal. However, each of the example plans is unique to that particular agency's specific objectives. Our initial discussions with you will include refining our approach to achieve the desired results for your plan.

Thanks again for considering the Lehman & Lehman, Inc. team for your Feasibility for a Community and Recreation Plan. We look forward to meeting with you, in person, to continue our discussions about your plan and our qualifications in much greater detail.

Sincerely,



Charles F. Lehman, ASLA, PLS, FRSA
President / CEO, Lehman & Lehman, Inc.



Qualifications Submittal Requests –

- Contact Information:* Charles F. Lehman, ASLA, PLA, FRSA, President/CEO of Lehman & Lehman, Inc.
510 Lincolnway East, Suite C – Mishawaka, IN 46544 – 574.257.0255
www.lehmanandlehman.com • chuck@andlehman.com
- Form of Organization:* Lehman & Lehman, Inc. is an S-Corp with officers being Charles Lehman and Susan Lehman
- Key Personnel:* Chuck Lehman and Jeff Anglemyer (Vitaes and Experience, and additional staffing, can be found in the Appendix of this document)
- Other Resources:* The Project Team, listed above, has in-house staff as well as sub-consultants that are available for the project if determined needed
- Statement of Interest:* This document of our Statement of Qualifications that contains our experience and approach demonstrates our interest in this project
- Project List:* Examples of experiences and qualifications can be found in the Appendix of this document
- Methods:* Our methods and approach to feasibility, planning and design are outlined in this document
- Expertise:* The uniqueness of our project team and approach can be found herein
- References:* References can be found in the Appendix of this document
- Liability Coverage:* The feasibility planning process typically does not require liability coverage from the Consultant – when the project proceeds ahead into facility architecture and engineering the Project Team carries \$1-\$2 million professional liability insurance policies
- Estimate:* Until a finalized work scope and approach has been confirmed master planning of this scope and nature will be within a cost range...it can be done on a time and expense basis with a not to exceed amount or a fixed fee basis
- Availability:* With our understanding of the project we would anticipate the master planning to be a 6 to 9 month process... Agency approvals would be outside of the date range

Defining the Project

The Town of Whitestown is in the top ten of communities in the state with a significant residential growth having been the fastest growing community percentage-wise in the state for the last four years. Current population is estimated to be 6,288 persons according to a December 2015 Census study. The Town is going to be conducting a special Census study in 2016. It has been estimated that in four years (2020) the projected population will be around 12,000 persons.

The Whitestown Park and Recreation Department is relatively new with the goals of establishing park and recreation “supply” to meet both the current and future “needs” of the Whitestown today and tomorrow. This will be a challenge for planning and projections.

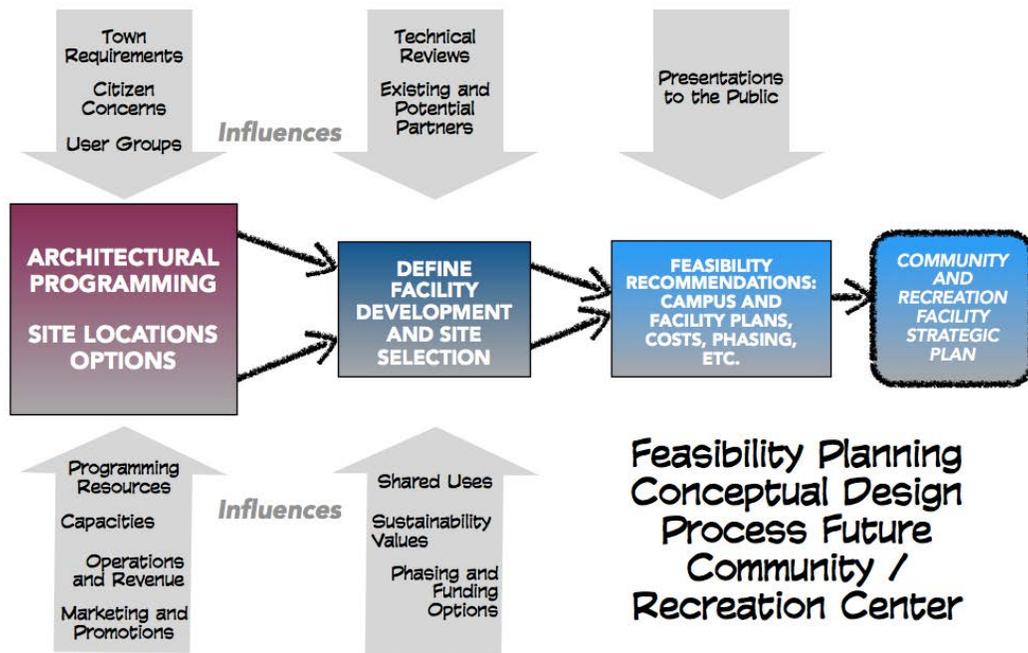
Town of Whitestown desires to commission a qualified project team to provide guidance and strategic direction for the Feasibility Study for a new Community and Recreation Facility. There are several areas that this study will need to address:



- With the projected population growth how big should this proposed facility be initially and for the projected population of the future. What will be the service capacity for both the proposed site and facility?
- The Boys and Girls Club has been identified as a stakeholder in this project development. What other potential partners exist within the Whitestown community that should be involved in this feasibility study.
- What site options will best fit the current and future needs to accommodate this new facility? What is the best site to provide connectivity to the existing and future growth plan for the Town?
- What can we learn from other Community Recreation Facilities within the state that will aid in our planning for the Whitestown facility? (potential site visits to other facilities could be considered).
- Should the aquatics components of the development serve as a recreational facility or as a competitive facility?
- Should the food service component include a commercial kitchen?
- What are the projected facility costs? What will be the funding strategies for this facility? What funding sources and collaborations should be considered?

The Consultants recommend that a steering committee be established that will serve in an advisory capacity in working with the Consultants during the project. This committee could include representatives from the Town leadership, Park Board and Park Staff, Stakeholder representatives and citizens of the Town.

A conceptual master planning process is illustrated in the graphic below:



The Town is looking to partner with the Boys and Girls Club and additional private partners in the development of the proposed Community and Recreation Center. The proposed facility and campus development will need to include components such as:

- Swimming Pool / Aquatics
- Meeting Rooms
- Baseball and Softball Fields
- Soccer Fields
- Basketball Courts
- Exercise Facilities
- Other interior and exterior facilities
- Campus improvements in defining user and usage zones

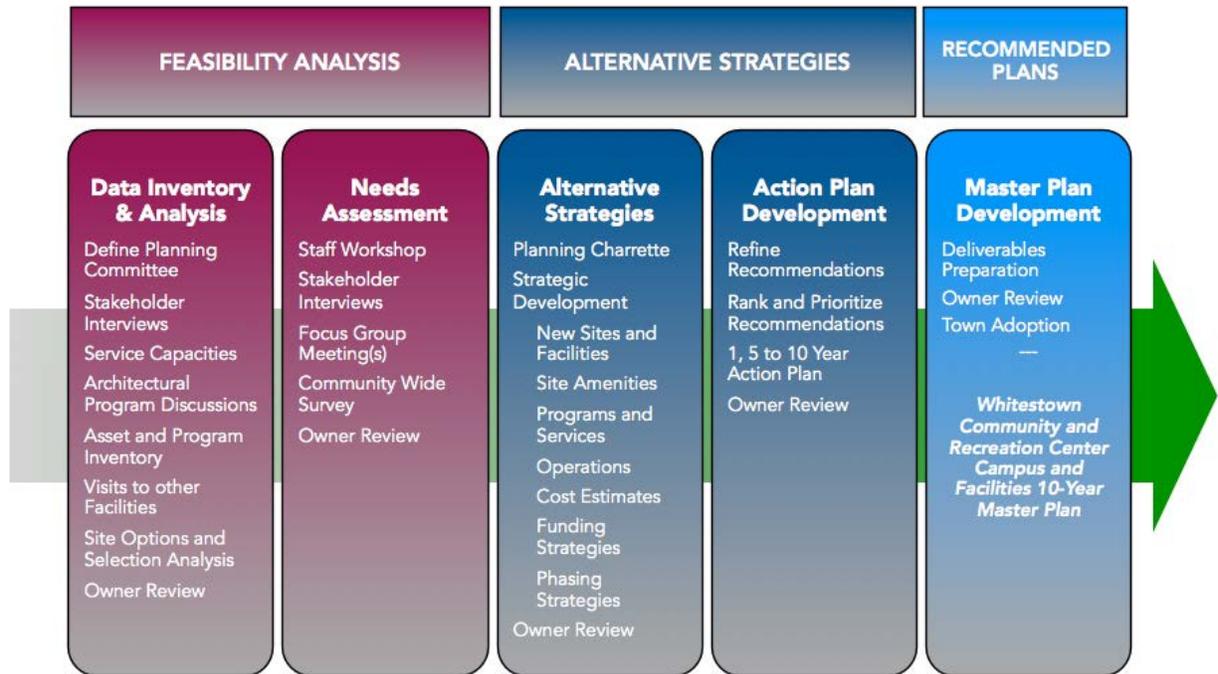
The Town has various (up to 6) sites that should be considered for the campus that would best accommodate the new facility. The feasibility study will evaluate these identified sites to determine the one that would best serve this development. The various sites will be evaluated based on criteria including:

- Access
- Visibility
- Development Impacts
- Community Impacts
- Site Characteristics

Comprehensive Planning

There is no time like the present to plan for the future. Planning initiatives enable conference center providers to establish vision and develop guidelines to systematically advance their missions. Our approach begins with a **Feasibility Analysis**, taking a holistic inventory of your resources and solicitation of stakeholder and community input. The outcomes are then processed into **Alternative Strategies** and ultimately, a **Recommended Plan** of recommendations and a one, five to ten year implementation action plan.





Opportunity Analysis

Data Inventory and Analysis Phase

To begin the study, we will first conduct a planning committee meeting (kick-off) to gain a detailed understanding of your vision and confirm the specific outcomes you expect from this feasibility study. Equipped with this initial meeting information, we will begin the Data Inventory and Data Analysis Phase of the project. This step is critical, as we strive to begin your plan with a clear perspective about the context in which you operate, and the patrons that utilize your facilities and programs. Information will be gathered regarding your community, capacities, customers, mission, vision, values, image and brand, which will provide our team with a foundation to build upon as we advance later phases of planning.

A major component of this phase will be to process the spatial needs of the architectural components (architectural program development). This information will be useful in determining site alternatives and their carrying capacities as well as these square footages will be used to determine probable construction cost estimates.

Our team’s initial work will include a tour of other surrounding community centers, inventory and analysis of the Town and stakeholders’ facilities, community and demographic projections information, programs and services, operational framework, finance, and existing planning documents (including previous comprehensive plans and surveys) and plans prepared by adjacent agencies or municipalities. Related

marketing strategies compiled by the Town, or their agents, current and forecasted will be collected and reviewed.

The various site options will be reviewed and a site selection evaluation will be conducted by the Consultants.

Existing site plans and aerial photography will be provided by the Town and will be used as part of the site resource data for campus base mapping. Documentation related to existing/proposed utilities, land use zoning will be collected. Information on adjacent land and development will be noted as part of the off-site inventory.

At the conclusion of this phase, our team will have completed the “science” component of this study and be ready to integrate this data with the input gathered during the next (and equally important) phase of this process. Before moving on, we will carefully review this information with Administrative staff as it will surely be a cause for contemplation and preliminary conclusions, but we cannot skip to the end yet.

Needs Assessment Phase

Based on our interpretation of Whitestown Community and Recreation Center Development Program we recommend the following services:

- *Focus Group / Stakeholder Interview Session:*

Our team will conduct one (1) *focus group session of the Town's Stakeholders*. With help from the Town, attendee lists will be developed and meeting time set-up. The focus group session can include community residents, stakeholders and community leaders. The session will include a brief presentation of the Data Inventory and Analysis Phase findings and specific focus questions to ponder.

Beyond this, our team has also used the following methods to gather additional data, and offer them as options for the Town to consider:

- *Project Web Page:*

We can create and post the information compiled in the Data Inventory and Analysis Phase on a *project web page* that is linked to your website for interested parties to provide ongoing feedback. An e-blast can be sent to all of your program registrants via Constant Contact listing an email address for the community to offer comments to our team or directly to Town. The *project web page* can be updated at each project milestone throughout the planning process.

- *Online Survey:*

We can create an *online survey* to link to your existing website. SurveyMonkey will be used to gather the information and offers an effective tabulation of responses. You can decide to have the comment period open during the Needs Assessment Phase only or keep the page up indefinitely as a continuous suggestion portal. Notification of the survey will go out via a Constant Contact e-blast, utilizing your patron email database. If another survey is developed (either the statistically valid (mail), the online



version should match the question formats.

The **Feasibility Analysis** will likely occur over an 8 to 10-week period, depending on meeting schedules, time durations chosen and the selected Needs Assessment Phase techniques. After completion, the results of the community input process will be summarized, general themes identified and combined with the scientific data compiled during the Inventory and Analysis Phase, arming our team for the development of Alternative Strategies. But first, a staff work session will be conducted to review all of the information generated to date to obtain preliminary feedback.

Given the high-quantity of information generated during **Feasibility Analysis**, the Lehman & Lehman team will review findings with the Town Administrative staff at this milestone. This review meeting would not be purposed for decision-making, but rather to keep current with the process.

Alternative Strategies

Alternative Strategy Development Phase:

During this phase of planning, our team's methodology begins with a teamwork session / charrette event to review, digest and consider all of the options that the campus has available while keeping practicality and attainability in mind. These are Whitestown Community and Recreation Center plans, and it will not follow a set-model or resemble another entity's plan. Every plan our team prepares *is custom tailored specifically to the context in which it will be implemented.*

Without subjecting the process to conjecture or premature prioritization, we will prepare preliminary Alternative Strategies for the major components of the campus and facility plans, addressing its key objectives. Based on the Data Inventory and Analysis and Needs Assessment Phase, Alternative Strategies will be developed, categorically, and will be packaged, reviewed and refined for:

- Campus development vision, land uses, and growth patterns
- Facility plans, expansions and new developments including the identified facilities
- Campus programs, services and site amenities needed to support their success

The information obtained throughout this linear sequence of discoveries will be documented with mapping, tables, photographs, diagrams and narratives and will begin to reveal strategic priorities for the Town's consideration. The deliverables representing the Alternative Strategy Development Phase will be packaged into a presentation and reviewed thoroughly with Administrative staff to refine the findings and in a prioritization to further our understanding of preferences and policy.

Action Plan Development Phase:

Using the feedback gained from the Administrative staff's review and prioritization, we will collaborate with staff to begin the pivotal Action Plan point in the master planning process. The draft Action Plan will initially be organized into three categories; short-term, intermediate-term and long-term objectives. This road map will begin to document the logical and systematic approach to move the Town closer to its goals of servicing its constituents in a custom tailored fashion. Following your input, the Action Plan will take on an annual, chronological, multi-step form to outline critical processes necessary to accomplish



each objective, rather than simply listing them as a task-list under each plan-year. Our team has found that this “calendarizing” method creates a better understanding and measurability of each objective, making the plan critically integral to the agency’s quarterly planning and budget exercises. This will be reviewed in detail with the Administrative staff to confirm content, priorities and chronology.

Recommended Plans

Final Master Plan Preparation Phase:

All of the pieces of the process will be documented, narrated and formatted, including an executive summary, to create the draft Final Feasibility Plan for staff review. Attention to the specific wording of recommendations, including the identification of items to further study, will be refined through continued discussions with campus staff and local boards.

When the final draft is complete, we will forward a digital copy to the Administrative staff and Board for a final comprehensive review, make requested revisions and issue the final plan. Boards typically vote to adopt the plan somewhere during this process, contingent on final tweaks and revisions. Lehman & Lehman can be present during that vote if requested, but we normally are not. This is your call...

Alternative Strategies and **Recommended Plan** will likely occur over a 12-week period, depending on Board meetings and staff review periods.

The total estimated time to complete the process is roughly six (6) to nine (9) months from a Spring 2016 anticipated project commencement, concluding at the end of calendar year 2016. A detailed project schedule will be developed for discussion at the Kick-Off Meeting.

SCOPE OF SERVICES

Feasibility Analysis

Objective: During the Feasibility Analysis our objective is to identify the issues and most promising opportunities that meet your goals for this plan and the interests of a variety of related stakeholders.

A. Data Inventory and Analysis Phase

Process: The Lehman & Lehman, Inc. Team will:

1. (Staff Mtg 1) Conduct an Administrative Kick-Off meeting with staff to:
 - a. Introduce team members
 - b. Discuss creation of a feasibility planning committee
 - c. Discuss the goals and probable usage of the final product
 - d. Develop mission, vision, values and goals
 - e. Confirm stakeholder list
 - f. Confirm protocol for staff, stakeholder and public input (where needed)
 - g. Discuss available existing data and formats (we provide checklist)
 - h. Define a preliminary schedule
 - i. Review capital budget parameters



- j. Review administrative procedures
 - 2. Conduct Town planning area tour to observe, photograph and gather first-hand opinions about readily apparent conditions and patterns of use of the possible sites and their relationships to the Town.
 - a. Identify the six (6) potential sites.
 - 3. Visit to other Community Centers with the Steering Committee
 - 4. Architectural Program Development Plan
 - 5. Review, assimilate and incorporate agency information provided by the Town including:
 - a. GIS inventory / CAD documentation of the campus and facilities
 - b. Demographic analysis
 - c. Growth policy and development projections
 - d. Market studies and growth projection trends
 - e. Ordinances, regulations and policies pertaining to development of campus
 - f. 5-year capital improvement plan
 - g. Annual operating budget
 - h. Previous campus comprehensive plan
 - i. Maintenance staff, facilities and operations
 - j. Committee appointments
 - k. Staff roster
 - l. Board meeting schedule
 - m. Standards and policies including: Benchmarks, locally adopted standards, recognized facility classifications
 - n. Phase I assessments of campus buildings
 - o. Floor plans of campus buildings
 - 6. Collect and assimilate readily available Physical and Regulatory Data including:
 - a. Campus elements and facilities matrix
 - b. Aerial photography
 - i. Planning area
 - ii. Private Individual owned sites under consideration for this development by the Town
 - c. GIS Mapping, as provided by the Town
 - i. Overall planning boundary
 - ii. Existing and future zoning
 - iii. Existing and future land-use
 - iv. Vehicular Transportation plan
 - v. Alternative Transportation Plans (bikeways and greenways)
 - vi. Publicly owned properties
 - vii. Property lines
 - viii. TIF Districts
 - ix. Street names
 - x. Utility easements
 - xi. Utility service areas
 - xii. Existing and planned trails, corridors and greenways (local and CMAP)
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- xiii. Floodplain / Floodway mapping (FEMA / FIRM)
 - xiv. Open space and connections approximate to planning boundary
 - xv. USGS topography
 - xvi. National Wetland Inventory maps (NWI)
7. Enhance the GIS information provided by the Town to develop a comprehensive Digital Base Map including:
- a. District boundaries
 - b. Zoning
 - c. Publicly owned properties
 - d. Privately owned open space
 - e. Utility easements
 - f. Floodplains
 - g. Wetlands and other natural resources
8. Create (or update) Planning Area by category mapping:
- a. Transportation corridors (collectors and arterials)
 - b. Physical barriers
 - c. Legislative Districts
 - d. Political boundaries
 - e. Key demographic indicators
 - f. Development (or redevelopment) patterns
 - g. Land-use
 - h. Program participants (if available)
9. Prepare Campus and Facility Inventory and Documentation including (with Town Staff member):
- a. Tour, inventory and document campus sites and facility including:
 - i. Existing Facilities
 - ii. Maintenance and Operational Facilities
 - iii. Adjacent and area land uses and facilities
 - b. Prepare photographic documentation including:
 - i. Aerial
 - ii. Property line (GIS parcel mapping)
 - iii. Character views (interior / exterior)
 - c. Assemble additional physical information including:
 - i. Floor plans
 - ii. Available mechanical / HVAC
 - iii. Maintenance and replacement schedules
 - d. Document conditions including:
 - i. Deferred maintenance
 - ii. Date constructed
 - iii. Basic wear and damage
 - iv. Accessibility
 - v. Circulation and Parking (Pedestrian and Vehicular)
 - vi. Natural features and resources
 - vii. Landscaping
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- viii. Specialty features
 - ix. Useful life (life cycle costs)
 - e. Character inventory
 - i. Historic significance
 - ii. Appearance
 - iii. Environmental sustainability issues
 - iv. Safety and security observations
 - v. Drainage
 - vi. Site layout observations
 - vii. Accessibility
 - f. Programming inventory
 - i. Programming
 - ii. Recreational
 - iii. Special events
 - iv. Non-organized uses
 - v. Private providers
10. (Staff Mtg 2) Conduct a Staff work session to review Data Inventory and Analysis Phase.

B. Needs Assessment Phase

Process: The Lehman & Lehman, Inc. Team will:

1. Provide data collected during the Data Inventory and Analysis Phase, if and when necessary, to assist in the development of the survey instrument.
2. Provide evaluation of the identified site locations and their feasibility in best serving the needs for the development program of the Community and Recreation Center.
3. Conduct one (1) Focus Group & Stakeholder Interview meeting in person (at a location provided by you and with stakeholders invited by you) to mine constituent interests.
4. (Staff Mtg 3) Conduct Administrative staff work session to review the Data Inventory and Analysis Phase and the Needs Assessment Phase.

Alternative Strategies

Objective: During the Alternative Strategies, our objective will be to define multiple non-prioritized categorical options and reach consensus on which strategies to develop further then produce draft and final reports for task force and Board consideration.

A. Alternative Strategies Development Phase

Process: The Lehman & Lehman, Inc. Team will:

1. Synthesize all data gathered to date and conduct an internal planning work session /charrette for the facility and site.
 2. Develop preliminary strategies for Facility Amenities, Programming and Services and the
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amenities / resources / partnerships needed to support them.

3. Develop preliminary strategies for Facility Development.
4. Develop preliminary Construction Cost Estimates.
5. Prepare presentation materials (plans, site development and cost estimates) for Staff and Board workshops to review, refine and narrow preliminary strategies.
6. (Staff Mtg 4) Conduct a Staff work session to review the Alternative Strategy Development Phase.
7. (Board Mtg 1) Conduct a Board work session to review the Data Inventory and Analysis Phase and the Needs Assessment Phase and the Alternative Strategy Development Phase.

Final Master Plan

Objective: During the Final Master Plan Phase, our objective will be to build consensus on priorities and package the master plan for Staff, Board and Community approval.

A. Action Plan Development Phase

Process: The Lehman & Lehman, Inc. Team will:

1. Prepare refined recommendations by category for:
 - a. Campus Amenities, Programming and Services
 - b. Campus Development and Facilities
 - c. Strategic Plan initiatives (core concerns)
2. Rank recommendations in categories of high, medium and low.
3. Create One, Five to Ten-Year Action Plan
 - a. Year
 - b. Action
 - c. Data needed
 - d. Cost and phasing recommendations (Optional services)
 - e. Funding strategy
 - f. Critical schedule path
4. (Staff Mtg 5) Conduct a Staff workshop to review the Action Plan Development Phase.
5. (Board Mtg 2) Conduct a Board workshop to review the Action Plan Development Phase.

B. Final Feasibility Plan Preparation Phase

Process: The Lehman & Lehman, Inc. Team will:

1. Deliverables would include
 - a. Document the information from previous phases and general recommendations in a booklet format including text, photographs, maps, tables, plans, cost estimates and



phasing, and other appropriate methods to convey the information.

- b. Colored Schematic Design Site Development Plan and Facility Floor Plans along with a couple of renderings of the proposed facility.
 - c. Powerpoint Presentation of the Feasibility Planning Study.
2. Forward the final draft plan (digital copy) to Staff and Town for review and comment.
 3. Make final revisions to the plan and forward final digital copy to Staff. Board formally adopts plan at a regularly scheduled meeting, typically without consultant present. Lehman & Lehman can be present at this meeting at Staff's request.

Note:

Draft copies of the master plan document will be provided to staff, meeting attendees and others upon request. Coordination of the printing and delivery of the final master plan document will be considered part of the basic services; however, since the number of copies required may vary, actual printing and delivery charges will be considered additional reimbursable expenses.

Proposed Fee Structure

Since Whitestown's Request was for Qualifications at this point in time a fixed Proposed Fee has not been included. It is anticipated that a formal Request for Proposals (RFP) will be forthcoming and a formalized Scope of Services and Fee/Expense structure will be offered.

Assuming the above approach and work scope noted above would be the accepted the tentative Professional Fee range is anticipated to be between \$38,000 and \$49,000. This will need to be further evaluated with the Town and the Consultants.

Professional Services Not Included

There are several areas of the project work scope that were not asked to be part of the Project but may be considered by the Town of Whitestown. Such services could be provided on a time and expense basis or as a fixed fee based on a defined work scope. These areas include:

- Topographic or Boundary Surveying
- Field measuring (including campus elements or existing buildings/facilities)
- It should be noted that design and technical assistance provided by the Consultant will be conceptual and diagrammatic in nature in this phase of the study. It is the Consultant's intent to provide planning and process guidance and coordination along with the recommendations for master planning and development implementation. It is not the intent of the Consultant to prepare technical working drawings for construction purposes under this Agreement.



THE CLIENT/TOWN WILL BE RESPONSIBLE FOR THE FOLLOWING:

1. Assemble community members to serve on the Steering Committee to work with the Landscape Architect's Team.
2. Provide site plans, aerial photographs, zoning plans, CAD formatted site plans, GIS plans, etc. for the Landscape Architect's use in preparing necessary base maps of the study areas.
3. Share with the Landscape Architect the anticipated 5-10 year action items of the Parks system.
4. Arrange for and establish times and meeting locations for the Steering Committee and Landscape Architect.
5. Existing park development strategies carried forward, by the Town, regarding the trails, pathways, park development and planning, etc.

Team Profile

We feel our project team offers a unique blend of experiences and project capabilities as applied to this Feasibility Study. With this broad sweep of project types our project team brings an extensive knowledge to this feasibility project.

Lehman & Lehman, Inc.'s Planning Studio has conducted in-depth market research. This research, along with our established experience, enables the studio to translate aesthetic, functional, and operational, liability, financial and revenue generating issues into creating better design solutions for our clients. We routinely coordinate with interest groups and community leaders during the design process and understand this is a critical factor for success. We consistently satisfy client objectives through thoughtful studio assembly and systematic project management. We balance client interests, constituent influences and our capabilities to produce results that will exceed expectations.

To best meet your objectives, we have assembled a team with expertise in creating dynamic community plans:

As the Project's Prime Consultant, Lehman & Lehman, Inc. will be directly responsible for the coordination of our work with your staff, other agencies, and consultants giving particular attention to:

- **Communications** – creating agendas for, and summarizing periodic progress of, informational meetings; coordinating public presentations; disseminating appropriate outside and consultant communications; keeping the client representative informed
 - **Scheduling** – creating and periodically updating the project schedule; coordinating team activities to meet milestones and deadlines
 - **Staffing** – selecting and assigning staff and consultants to appropriate tasks; coordinating and aligning staff and consultant activities
 - **Finances** – producing timely, well-documented invoices; collecting and disbursing fees and expenses; coordinating the preparation of construction cost opinions
 - **File Administration** – establishing and maintaining appropriate correspondence, financial, map and data files
- 

The Planning Studio is supported by CAD technicians, graphic design specialists and the balance of the Lehman & Lehman, Inc. professional and administrative staff. This support gives the studio the strength and depth necessary to advance your project in a systematic and timely manner. In addition to our human resources, we also have access to outstanding technical, product and cost data.

We will call on the talent and expertise of our project team during the advancement of the Campus/Facilities Master Plan project to address the Scope of Services items, which require specialized or technical skills which we do not provide in-house.

Corporate Profile

How do you get the best economic, social and environmental returns on your investment in valuable facilities and land resources? Lehman & Lehman, Inc. has a *proven approach*, *exceptional resources* and *specialized experience* in **PlaceMaking** to Live, Work, Learn, Heal and Play.

Proven Approach

Our planning and landscape architectural services help land owners, managers, developers and community leaders like you improve the value of your facilities and land resources in ways that advance your mission, respect the environment and improve their community. We believe that genuine sustainability is accomplished by nurturing long-term relationships and creating long-lasting places that are functionally, financially, aesthetically, culturally and environmentally balanced. As your energetic advocates during every engagement, we will advance your goals through an imaginative, collaborative, respectful and disciplined process that regularly produces results that meet or exceed your most demanding expectations.

Exceptional Resources

Market-centered leaders are supported by experienced planners, landscape architects, architects many of whom are LEED-accredited. When appropriate, we engage other specialized consultants to provide market and technical expertise. In addition, we utilize current communications, management and production technologies, and we maintain extensive information about market trends, best practices and costs.

Specialized Experience

Since 1988, Lehman & Lehman, Inc. has produced an extensive portfolio of successful projects. Consequently, we understand the unique goals, interests and issues facing your market and your stakeholders.



Experience Narrative

The Planning Studio at Lehman & Lehman, Inc. has developed precise, yet flexible methodologies throughout the creation, of Feasibility Studies through to Comprehensive Master Plans.

The Planning Studio at Lehman & Lehman, Inc., when providing Planning services to our clientele applies the following criteria:

- Be flexible
- Listen carefully at all levels (Staff, Board, Community)
- Determine the exact questions that need to be answered with exact answers
- Filter the details that are truly important to the projects' communities
- Create a plan that is custom to the context it will be implemented in
- Be attainable
- Create practical step-by-step goals the customer can administer
- Usable on a daily basis

We have applied and refined this criteria list to each of the following planning efforts. We have developed extensive and recent experience helping our agency clients create custom tailored Comprehensive Feasibility Plans. The Appendix of this document includes our project experience.

The Whitestown Community and Recreation Center project is unique to the community of which it is a part. There are as many similarities in structure, staffing, assets, programs, services and population base as there are differences. This is why our team will remain flexible to respond to the custom needs that reveal themselves during the planning process. Each plan that we have developed seeks to identify the greatest opportunities available to *their* business model within *their* context resulting in major land-assets acquired, grants applied for and won, capital projects built, programs retired, programs started, marketing reaches increased, revenue captured and promises delivered.

Our plans are attainable. Once consensus is built, they get implemented. Otherwise, why plan?

Management Approach

Lehman & Lehman, Inc. proposes to lead this collaborative effort to develop a Feasibility Study for the Community and Recreation Center Plan for the Town of Whitestown. The Master Planning process will create a prioritized implementation strategy for the next five to ten years with chronological objectives. Based on our interpretation of the goals for your plan (which needs input and confirmation from you), we will pay specific attention to items of importance for Town including:

- A fresh, custom planning approach, tailored to Town's specific context
 - Completion of the scope of services within an approximate six (6) to nine (9) month timeframe
 - Development of a vision that is strongly shaped and supported by the community
 - Determine the current and future needs for programs, land assets and facilities based on market trends, current availability and community preferences
- 

- Create needs based development standards for the Town sites, facilities and programs
- Develop a clearly articulated set of objectives, strategies and action steps that will address current needs and prepare the Town for future needs
- Develop short and longer term implementation priorities with action steps, timeframes and assignment of responsibilities
- Discuss funding strategies, sources and opportunities

With these and other key objectives in mind, we propose to execute a process that is custom tailored to how your community, your Board and your staff can best provide real-time input and decision-making. This scope of services is the framework of a process that our team is ready to discuss and confirm in detail, and execute immediately.

Approvals:

Your signature below will indicate your approval of this *Letter of Qualifications* along with the terms and conditions stated herein. Please return one (1) signed copy to our office and retain the other copy for your records. An AIA STANDARD FORM OF AGREEMENT may be prepared in accordance with the above work scope. We anticipate that the Town will wish to issue a Request for Proposals and possibly interview short-listed firms. Your acceptance will serve as our notice to proceed. We appreciate this opportunity to be of service to you, and look forward in continuing our relationship with the Town of Whitestown as your partner in these projects. We value you as a client and will strive, with you, to meet your goals.

Respectfully,



Charles F. Lehman, ASLA, PLA, FRSA
President/CEO, Lehman & Lehman, Inc.

Approved by:

TOWN OF WHITESTOWN

Date: _____

/pgg

Appendix

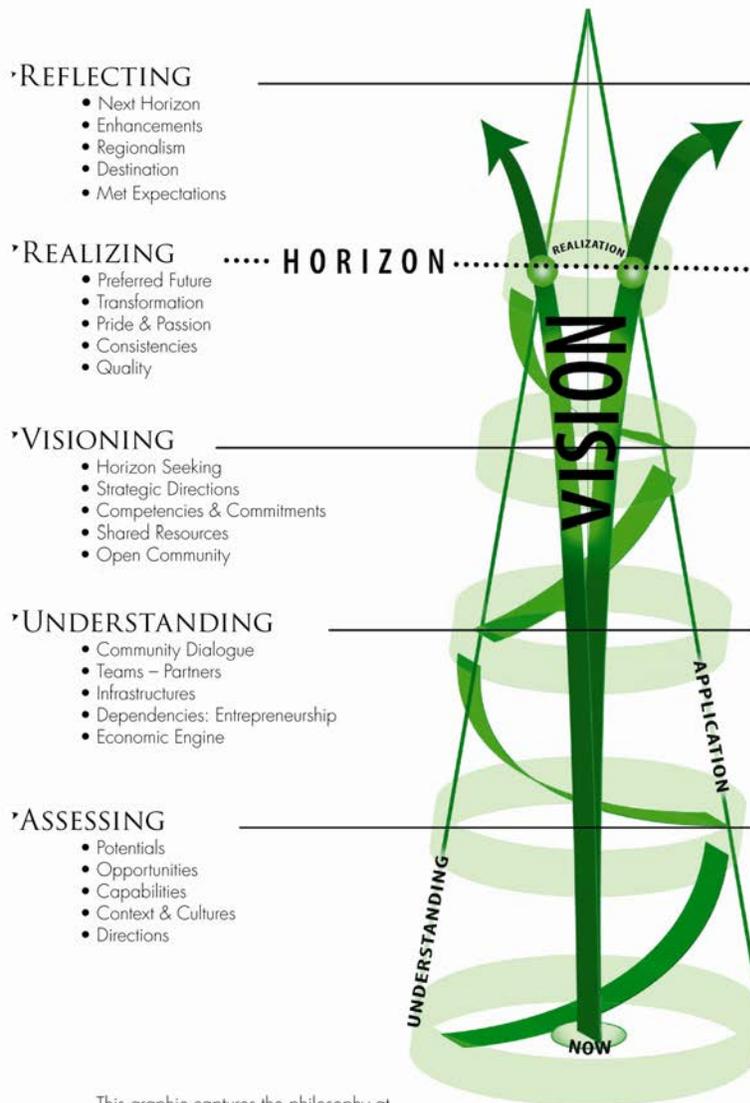
The following pages include:

- Envisionment Model of Lehman & Lehman, Inc.
- Lehman & Lehman, Inc.'s Standard Terms and Conditions
- Firm Profile
- Listing of Key Staff and Vitaes
- Project Experience
- References / Testimonials
- Link to our Firm's Web site: www.lehmanandlehman.com



Appendix – Envisionment Model® Copyright © 2016 Lehman & Lehman, Inc.

ENVISIONMENT



This graphic captures the philosophy at Lehman & Lehman. We take our clients from understanding, through application, to realization, in a process that turns vision into reality.



Lehman & Lehman, Inc.'s Standard Terms and Conditions

- 1. Access To Site:**
Unless otherwise stated, Landscape Architect will have access to the site for activities necessary for the performance of the services. Landscape Architect will take precautions to minimize damage due to these activities, but has not included in the fee the cost of restoration of any resulting damage.
- 2. Terms and Acceptance:**
The terms of contractual Agreement are subject to and incorporate the provisions of Landscape Architect's proposal if attached. In event of any conflict, the terms of the accompanying proposal shall govern. By signing this Agreement the client acknowledges acceptance of the attached proposal and the conditions set forth in the contractual agreement.
- 3. Changes In The Work:**
If the scope of work changes during the progress of the work, Landscape Architect will inform Client of such change and will submit an additional cost for such work. Upon approval by the Client of the change in scope additional cost, Landscape Architect will proceed with the added work.
- 4. Invoices/Payments:**
Invoices for Landscape Architect's services shall be submitted, at Landscape Architect's option, either upon completion of such services or on a monthly basis. Invoices shall be payable within 30 days after the invoice date. If the invoice is not paid within 30 days, Landscape Architect's may, without waiving any claim or right against the Client, and without liability whatsoever to the Client, terminate the performance of the service.
- 5. Late Payments:**
Accounts unpaid 30 days after the invoice date may be subject to a monthly service charge of 1.5% on the then unpaid balance. In the event any portion of an account remains unpaid 90 days after billing, the Client shall pay all costs of collection, including reasonable attorney's fees.
- 6. Certifications:**
Guarantees and Warranties: Landscape Architect shall not be required to execute any document that would result in its certifying, guaranteeing or warranting the existence of conditions whose existence Landscape Architect cannot ascertain.
- 7. Clientship of Documents:**
All documents produced by Landscape Architect under this agreement shall remain the property of Landscape Architect and may not be used by the Client for any other endeavor without the written consent of Landscape Architect.
- 8. Limitation of Liability:**
No employee of Landscape Architect or Sub-Landscape Architect shall have liability to Client. Client agrees that, to the fullest extent permitted by law, Landscape Architect's total liability to Client for any and all injuries, claims, losses, expenses or damages whatsoever arising out of or in any way related to the Project or this Agreement from any clauses including, but not limited, to Landscape Architect's negligence, error, omission, strict liability, or breach of contract shall not exceed the total compensation received by Landscape Architect under this Agreement. If Client desires a limit of liability greater than provided above, Client and Landscape Architect shall include in the Agreement the amount of such limit and the additional compensation to be paid to Landscape Architect for assumption of risk.
- 9. Indemnification:**
The Landscape Architect agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client, its officers, directors and employees (collectively, Client) against all damages, liabilities or costs, including reasonable attorneys' fees and defense costs, to the extent caused by the Landscape Architect's negligent performance of professional services under this Agreement and that of its sub-Landscape Architects or anyone for whom the Landscape Architect is legally liable.
- 10. Field Observation:**
The responsibility of Landscape Architect's field representative is to make field observations. This work does not include supervision or direction of the work of the contractor, his employees, or agents. The Contractor should be so advised. The Contractor should also be advised that neither the presence of our field representative nor the observation by our firm shall excuse him in any way for defects discovered in his work. Any review and/or monitoring of the contractor's performance by Landscape Architect does not include the Contractor's safety measures on or near the construction site. The Contractor will be solely and completely responsible for working conditions on the job site, including safety of all persons and property during performance of the work. This requirement will apply continuously and not be limited to normal working hours. Unless specifically stated in Landscape Architect's proposal. Construction review and/or monitoring is not included in the scope of work.
- 11. Dispute Resolution:**
All claims, disputes and other matters in controversy between Landscape Architect and Client arising out of or in any way related to this Addendum shall be submitted to mediation before and as a condition precedent to other remedies provided by law. No other action may be filed unless and until all mediation procedures have been exhausted. In event that any action is initiated prior to exhausting the mediation procedures, any court of competent jurisdiction shall issue an order staying or dismissing such action until all mediation procedures have been complied with. If a dispute at law arises related to the services provided under this Addendum and all available mediation procedures have been exhausted as provided above, then (a) Client agrees to personal jurisdiction in the State of Indiana.
- 12. Termination of Services:**
This Agreement may be terminated by the Client or Landscape Architect should the other fail to perform its obligations hereunder. In the event of termination, the Client shall pay Landscape Architect for all services rendered to the date of termination, all reimbursable expenses, and all reasonable termination expenses.

LEHMAN & LEHMAN, INC.

PHILOSOPHY

At Lehman & Lehman, we're more than landscape architects — we're visionaries of the land, present and future. We're specialists who manage the entire process of transforming landscapes to meet the needs of the people and communities who inhabit them. Because our approach is holistic, the work we provide results in the most comprehensive plan imaginable: a plan that will also **transform horizons**.

"Transforming horizons" is the catch phrase we use to describe our services and our values. Not only are we landscape architects changing physical landscapes, we're also shaping human perspectives to encourage richer thinking that is deeper and more meaningful in both scope and magnitude. By using the "Placemaking" approach, we are able to capitalize on current assets to create public spaces that inspire.

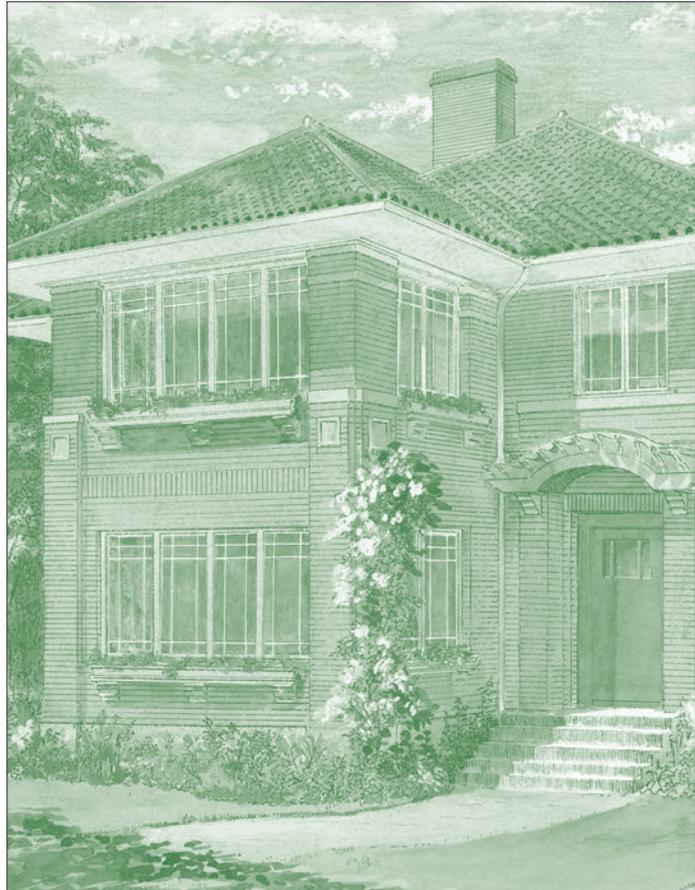
We enable you to exceed goals by improving your sites— and your sights— with our visionary roles.

HISTORY

Lehman & Lehman, Inc. is a landscape architectural and planning firm established in 1988. Founder and President Chuck Lehman has more than 30 years of experience in the landscape architectural and planning field, and our growing staff is dedicated to helping clients **transform horizons**.

PROFILE

Lehman & Lehman, Inc. specializes in **landscape architecture, site planning, master and strategic planning, urban planning, and recreation and greenway services**. We listen closely to our clients and make a habit of **networking** with affiliated specialists in order to form a team approach to problem solving, ensuring that our clients benefit from the finest expertise available.



" We believe that design strategies are won in the details. We help the client determine which details are important. Without a doubt, the process is as important as the design."

— Chuck Lehman, ASLA, FRSA
President, Lehman & Lehman, Inc.

08.06



CHARLES F. LEHMAN, ASLA, FRSA

EDUCATION

Bachelor of Science Degree in Landscape Architecture
Purdue University – West Lafayette, Indiana – May 1974.
Degree with Honors, Sigma Lambda Alpha.

REGISTRATION

Registered Landscape Architect in the states of Indiana
and Michigan
Certified by the Council of Landscape Architectural
Review Boards (CLARB)

PROFESSIONAL EXPERIENCE

- **President / CEO, Landscape Architect – Lehman & Lehman, Inc. – Mishawaka, IN**
A professional consulting firm providing professional services in the areas of landscape architecture and planning. September 1988 to present.
- **Principal – Solutions by Lehman – Mishawaka, IN**
A consulting firm which specializes in technology integration and software development solutions. September 1988 to present.
- **President – OnGuard Resources, Inc. – Mishawaka, IN**
A consulting firm focusing in risk management, ADA and universal design. September 1991 to present.
- **Partner, Landscape Architect – LeRoy Troyer and Associates – Mishawaka/Goshen, IN**
A professional consulting firm providing professional services in the areas of architecture, landscape architecture, engineering and interior design. May 1974 to August 1988.

PROJECT EXPERIENCE

- Urban planning and design
- Placemaking of public places
- Park and recreation planning and design
- School, university and college planning and design
- Sports complex planning and design
- Visual enhancements for campus environments
- Trail and pedestrian systems design
- Camp, conference, retreat centers planning and design
- Retirement community planning and design
- Land use/environmental planning – residential, commercial, and institutional facilities
- Strategic planning/comprehensive plans/infrastructure impact fee studies
- Use of technology for enhanced communications

PROFESSIONAL MEMBERSHIPS

- American Society of Landscape Architects, Member
- American Planning Association, Member
- Indiana Parks and Recreation Association, Member
- International Association of Conference Center Administrators, Former Board Member
- South Bend Regional Museum of Art, Former Board Member
- South Bend Heritage Foundation, Board Member
- Downtown South Bend, Inc. (DTSB), Consultant and Committees Member
- Royal Society for the Encouragement of Arts, Fellow



MICHAEL J. BULTINCK, ASLA



EDUCATION

Bachelor of Science Degree in Landscape Architecture
Purdue University – West Lafayette, Indiana – May 1999

Bachelor of Science Degree in Agronomy
Purdue University – West Lafayette, Indiana – May 2000

REGISTRATION

Registered Landscape Architect in the State of Indiana

PROFESSIONAL EXPERIENCE

- **Registered Landscape Architect – Lehman & Lehman, Inc. – Mishawaka, IN**
A professional consulting firm providing professional services in the areas of landscape architecture and planning. January 2004 to present.
- **Graduate Landscape Architect – SiteScapes, Inc. – Mishawaka, IN**
A consulting firm providing professional services in the area of landscape architecture and land planning. August 1997 to January 2004.

PROJECT EXPERIENCE

- Park and recreation planning and design
- Campus planning
- Sports complex planning and design
- Commercial planning and design
- Land use/environmental planning
- Religious facility planning and design
- Commercial and institutional landscape design
- Trail and pedestrian systems design

PROFESSIONAL MEMBERSHIPS

- American Society of Landscape Architects, Member
- Indiana Parks and Recreation Association, Member
- National Trust for Historic Preservation, Member
- City of Mishawaka Historic Preservation Commission, Member



TESTIMONIALS

"The people at Lehman & Lehman with ideas and energy – motivated more out of just the value of the concepts for the greater community than potential quick payback – are so necessary to make the best things happen."

— JERRY THOMA, SOUTH BEND, IN

"Chuck Lehman is a creative solutions junky. it is clear that he enjoys his line of work. The flexibility of Lehman & Lehman throughout the process makes it easy and he makes time to address all concerns from beginning to desired outcome...great results, good value, creative."

— PHIL PARNIN, DIRECTOR OF PARKS & RECREATION, BROWNSBURG, IN

"The best thing about working with Lehman & Lehman is that you can tap into their considerable brain power; find all the cutting edge, as well as technical, ideas on placemaking, sustainability and design that you haven't had time to catch up with, and then learn how they can be creatively applied to your situation."

— JOANIE FITZWATER, PLANNING DIRECTOR, GREENFIELD, IN

"Word of mouth carries a lot of weight. It is one of the greatest forms of compliments when someone gives a personal reference because of their experience with your company. That is what prompted me to seek Lehman & Lehman's services. I had reached out to a few fellow Parks Directors and they all sang praises about Lehman & Lehman. Lehman & Lehman was the consulting firm that created our current RIF policy and it is very well done. While I wasn't employed with the Greenfield Parks Department while the RIF policy was created, I did need to review and educate myself on the policy inside and out. It was in an easy to read format, very well documented, and flowed in a manner that was easy to follow. So, it was their work in itself that had me believing we would be in good hands if they provided our update."

— ELLEN KUKER, SUPERINTENDENT OF PARKS & RECREATION, GREENFIELD, IN



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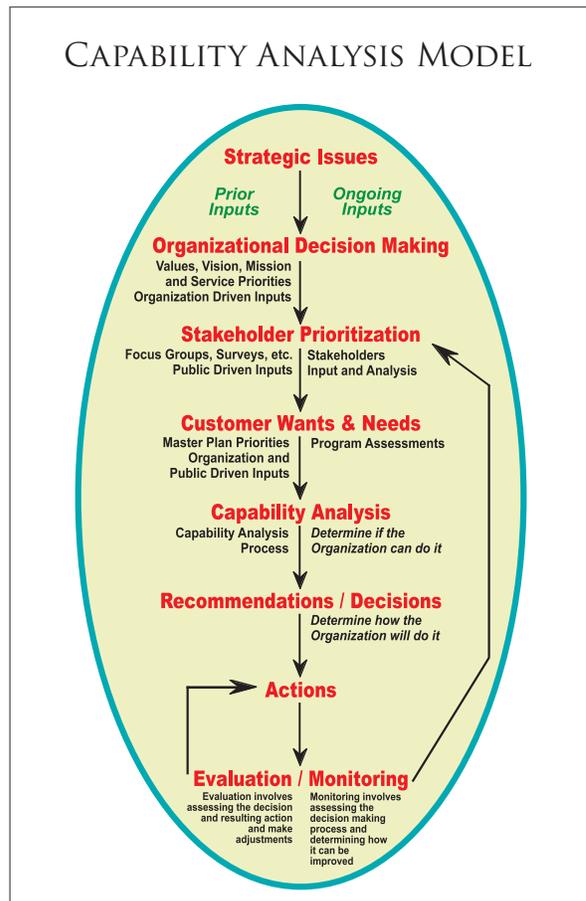
STRATEGIC PLANNING PHILOSOPHY

As planning and design professionals, we believe every agency needs to have a defined purpose and mission statement to serve as a foundation for future marketing, operations, management and services to its patrons and community. An organization's mission statement is an expression of its values and vision. Where the vision reflects a desired future, the mission addresses the issue of processes. It answers three questions:

- 1) Who are our customers?
- 2) What services do we provide?
- 3) How do we provide them?

A mission statement further answers the question of "What business are we in?" It builds on the vision as a direction and on the organization's core competencies as a grounding source. Core competencies contribute to the what and how of the mission statement and provide a foundation for understanding who we serve. If your agency does not have a current vision or mission statement, it should be your first step of action before any physical planning begins.

As master planning deals with the physical environment, the strategic planning process deals with the perception and direction of the organization. It is highly recommended that strategic planning be incorporated as a part of every master plan. Strategic planning is the process by which the guiding members of an organization envision its future and develop the processes and operations necessary to achieve that future. Strategic planning brings an organization to a realization of what it is about and how others perceive it, and provides a picture of what it can be. It is a dynamic, relative process of change involving both the organization and community.



05.07

GETTING TO KNOW YOUR STAKEHOLDERS

Strategic Planning Data Collection Methodologies

by Daniel D. McLean, Ph.D., CPRP

Selecting the correct set of data collection tools to secure information about stakeholders is an essential part of any strategic planning process. A stakeholder is an individual or an organization who has a vested interest in the success of the organization. In public park and recreation agencies all citizens are stakeholders. There are multiple ways for gathering information about stakeholders that can benefit leisure service organizations. Each methodology has advantages and disadvantages and has different costs associated with it.

In an ideal world data would be collected from a variety of different sources and in an assortment of different ways. The cost of gathering all possible sources of data is sometimes prohibitive. Given the limitation of funds, decisions must be made about the most effective and efficient way to gather the largest amount of data at the most reasonable cost. A balance between effectiveness and efficiency is desired, with effectiveness the deciding factor when selecting data collection methodologies. What follows is a discussion of the advantages and disadvantages of the different data gathering methodologies and the costs associated with each.

Interviews — Individual interviews are one of the most desirable and yet, most expensive methods of gathering information. Individual interviews are highly effective, but a highly inefficient mode of data collection. Interviews allow planners to probe for detailed information about particular topics. A well constructed interview conducted by a trained interviewer can yield valuable information likely unobtainable using other methods. Interviews are most effective when the planning team and organization work together to identify what information is desired and who can best provide that information in an interview process. Unplanned interviews of people in general is not an effective or efficient use of this tool.

Focus Groups — Focus groups are a highly effective technique for securing a quantity of information from a number of people in a relatively short period of time. While the effectiveness of the focus group is a little below that of the interview, it more than makes up for it in efficiency. A well conducted series of focus groups can solicit an extensive body of information. A focus group's purpose is to identify peoples' perceptions of the organization. The advantage of a focus group is that pre-selected individuals can come together and share information in a forum. In addition, questions are organized in a general format allowing participants to generate a broad variety of responses. Dependent upon the size of the community and the needs of the



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organization a minimum of 8 to 12 focus groups should be conducted. This number of groups allows for a better understanding of stakeholder perceptions of the organization.

Focus groups should almost always precede surveys. A generalized survey not constructed for a specific organization will only generate general information. Focus groups provide detailed resource information for survey development that can deepen and refine knowledge from stakeholders.

Surveys — Surveys provide an efficient and somewhat effective way for organizations to gather information. A good survey process can take 2 to 4 months to complete from the time it is ready for a mailing. The preparation phase can take 4 to 6 weeks or longer. Questions fall into two broad categories: 1) generalized questions; and 2) agency specific questions. The former are predetermined and used across a variety of agencies and yield good general information. The latter, are unique to the organization and bring depth to the information gathering process. Focus groups provide the foundation for agency specific questions. This results in a richness of responses. It provides a great deal of information allowing the organization to gain greater insights into itself.

Written Data — An efficient and moderately effective method of data gathering is to collect written data about the organization. This can come from local newspapers, letters to the organization (both congratulatory and complaint letters), memoranda from members of the organization dealing with specific issues, and internal and external assessments. Such data requires analysis and should be linked to other data collection processes.



Triangulation — Triangulation is a research methodology commonly in use among researchers. It suggests the most effective way to gain good information about the research question being asked is to gather using multiple data collection methods. Using written data sources, interviews, focus groups and surveys is the most effective way to gain information. All of the data gathered should be designed to answer questions posed by the organization and should reinforce each other.

Hybrid Data Collection Methods — Mixing different data collection methods can provide useful information while maximizing effectiveness and efficiency. Mixing data collection techniques allows the organization to use the most appropriate methodology to gather information. Methodologies are selected based on their effectiveness, value of the anticipated results, and available funds. Almost any question can be researched and a level of triangulation achieved, even with limited funds.

The Cost of Data Collection — The table on the following page looks at a number of variables related to the gathering of data, including the approximate cost per data item collected. The costs depicted are based on a general situation and local differences must be taken into account.



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Method	Effectiveness	Efficiency	Research Value	Collection Cost
Interview	High	Low	Based on questions asked and interviewer expertise	\$100+ / person (Remains constant per person)
Focus Group	Moderately High	High	High for collection of detailed data	\$15 - \$25 / person (Remains constant)
Survey	Average	Moderately High (Growing Non-Response Rate)	With well constructed questions can be very useful	\$20 - \$40 / person (Efficiency increased as the sample grows)
Written Data	Average to Low	Average	Limited in data	Highly variable
Hybrid Data	Average to High	Average to High	Wholly based on organization	\$20 - \$40 / person (Highly variable)

The Cost of Not Gathering Data — The cost of not gathering data by an organization is to move forward without knowing who it serves or how to serve its stakeholders effectively. An organization can move forward for years without data, but at some point it will be alienated from its constituents and its legislative body.



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MIRACLE PARK FEASIBILITY STUDY

CLIENT: City of South Bend, Board of Park Commissioners

LOCATION: South Bend, IN

PROJECT BUDGET: To Be Determined

PROJECT COMPLETION: In Progress

This City of South Bend and its Park and Recreation Department commissioned Lehman & Lehman to prepare a Feasibility Study for the potential development of a "Miracle Park", an accessible sports park that would serve children and adults with special needs. Use of the facility would not only serve the needs of the community but could also be seen as a destination point for the region while providing a positive economic impact.

The Scope of Services included:

- Site selection
- Master site planning
- Working with stakeholder groups for those with special needs,
- Program development strategies that will serve local and regional users
- Research related to the Miracle League
- Development and funding strategies for capital improvements, operations and endowments
- Conceptual engineering and architectural design.



11.11



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ELKHART CENTRAL HIGH SCHOOL ATHLETIC FIELDS

CLIENT: Elkhart Community Schools

LOCATION: Elkhart, Indiana

PROJECT BUDGET: \$5.5 Million

PROJECT COMPLETION: Spring 2008

Lehman & Lehman was commissioned by CTG & Associates (Mishawaka, Indiana) to assist in the design and production of construction drawings for Elkhart Community Schools' new athletic complex. The design was implemented on a former industrial site along the Elkhart River, adjacent to Elkhart Central High School. Together, the design team developed one baseball field, two softball fields and two soccer fields, with parking and a press box on a site tightly bound by the Elkhart River floodway.

Once completed, this athletic complex will help restore recreational opportunities within an urban setting, providing the Elkhart community with a new, first-class facility within five blocks of downtown Elkhart. The project is scheduled for completion in spring of 2008.



06.08



HARRY H. HUSTON PARK

CLIENT: Logansport Parks & Recreation
 LOCATION: Logansport, IN
 PROJECT BUDGET: To Be Determined
 PROJECT COMPLETION: 2008

Logansport Parks & Recreation Department has seen an increase in participation in outdoor recreational programs which has created a need for additional recreation facilities in the City of Logansport.

During the development of the Logansport Parks & Recreation Five-Year Master Plan Update Lehman & Lehman facilitated a series of Focus Groups to study the community perception of the Park Department. Seven of the eight groups commented on the need for a sports complex within the City and the consolidation of sports venues to one cohesive park location. This consolidation could provide the opportunity for new sports tournaments and positive economic impact while providing the needed additional recreation facilities for Logansport citizens.

Having formed the Logansport Sports Park Master Plan Advisory Committee and developed a preliminary master plan, the Park Department was ready for the next step towards successful implementation of such a facility.

Lehman & Lehman provided the client with the planning process and outcome strategies.



Visioning Diagram

Logansport Sports Park | Master Planning Process

Prepared for: Logansport Parks and Recreation | By: Lehman & Lehman, Inc. | August 15, 2007



IDEA GENERATING

What ifs
Why
When *Time Schedules*
Who *Costs*
How *Stakeholders / Partners*
 Development Synergy
 Consultants

Uses / Programs
Shared Programming
Facilities
Land Donation
LWCF Grant

Next Steps
Land Assessment
Legal Review
City Buy-In
Visioning



Parks Department

City of Logansport

Lehman & Lehman

Sports Park Committee

Outcomes...

- Establish Committee
- Decision how to proceed
- Outline resources needed
- Planning Time Schedule
- Establish Possibilities
- Assemble Project Team
- Complete Grant Application
- Proceed to next Step

MASTER PLANNING

IDNR Review
Historic Components
City Pre-Planning
Utility Infrastructure
Zoning & Approvals

Organization Structure
Parcels Analysis
Community Impact
Shared Values
Target Markets

Site Assessment
Soils Investigation
Wetland Delineation
Topographic Survey
Boundary Survey

Vision Statement
Market Research Study
Pro Forma Study
Business Planning
Promotions / Fund Raising

City of Logansport

Parks Department

Lehman & Lehman

Sports Park Committee

Marketing Assistance

Community

Chamber of Commerce

Outcomes...

- Define Sports Park Program
- Site Carrying Capacity
- Identify potential partners
- ProForma Strategy
- Establish a Business Plan
- Implementation Strategies
- Promotion / Fund Raising
- Organization Structure

IMPLEMENTATION

Site Development Scenarios
Land Use Relationships
Utility Infrastructure
Traffic and Circulation
Development Values

Master Site and Vision Plan
Cost Estimating and Phasing
Facilities for Programs
Build Community Relations
Understand Legal Reviews

Securement of Funding
Marketing and Promotion
Fiscal Securement
Developing Partners / Investors
Define Phasing and Startup

City of Logansport

Parks Department

Lehman & Lehman

Sports Park Committee

Community

Contractors

Investors / Stakeholders

Outcomes...

- Successful Fund Raising
- Community Building
- Implementation of a Phased Development Strategy
- Expand Park Department Mission and Community Outreach
- Start Construction

PROJECT DEVELOPMENT...

This Illustration Diagram is to serve for discussion regarding the next steps of the planning process.



City of Logansport

Parks Department

Sports Park Committee

Lehman & Lehman

Community

Users and Groups

Investors / Stakeholders

Outcomes...

- Construction of first phases of development
- Park Grand Opening
- Hosting of various user groups and citizens of the Logansport community

NOTRE DAME ATHLETICS QUAD MASTER PLAN

CLIENT: University of Notre Dame

LOCATION: Notre Dame, Indiana

PROJECT BUDGET: To be determined

PROJECT COMPLETION: 2007

The University of Notre Dame commissioned Lehman & Lehman, Inc. to complete a master plan and provide design services for the University's new Athletics Quad, which will be located in the area that currently houses Notre Dame's athletic facilities. Deliverables for the project included athletic stadium and practice field site layouts, as well as design aesthetics and landscape enhancements, packaged into presentation documentation with conceptual site illustrations, site master utility plan, master plan renderings, and construction cost estimates and phasing.

The purpose of the project was to integrate the current and proposed athletic facilities into the fabric of the University's central campus. Giving priority to the pedestrian, plazas and entries – complete with decorative brick pavement, natural stone seat walls, benches, bike racks, lighting, wayfinding signage and complementary landscaping – were created to provide individual identities for each of the various athletic venues, while maintaining the campus standard. Ample open space was developed in the master plan to not only provide transition, but to encourage special events and hospitality staging.

The master plan included the relocation of the track stadium to provide space for three new football practice fields, as well as new tennis, soccer, and lacrosse stadiums – each with its own television service area to facilitate event broadcasting. In addition, the master plan provided improved pedestrian and vehicular circulation.



01.08



LEHMAN & LEHMAN
Transforming Horizons

510 LINCOLNWAY EAST, SUITE C, MISHAWAKA, IN 46544 TEL 574.257.0255 FAX 574.257.1966
LANDSCAPE ARCHITECTURE AND PLANNING WWW.LEHMANANDLEHMAN.COM

FAMILY AQUATICS CENTER FEASIBILITY STUDY

CLIENT: Valparaiso Park and Recreation Board

LOCATION: Valparaiso, Indiana

PROJECT BUDGET: \$6.5 Million

STUDY COMPLETION: 2000

Valparaiso's Aquatics Feasibility Study was completed as part of a larger project which included a Master Plan and a Strategic Management Plan for the Parks Department. The Aquatics Feasibility Study consisted of several steps of study, including: perception of aquatic need; city, corporate and public feasibility; design / costs projections; demand / use feasibility; program / design feasibility; conceptual design feasibility and fiscal feasibility.

Focus groups met throughout the course of the study to assist in defining the project and its components. An on-site design charrette was held by the project team, allowing the community to see the design process and to participate in the presentation of the Conceptual Design.

The proposed aquatics facility has a bather capacity of 1,500 persons. A detailed site master plan was prepared as part of this process, examining the potential of other site uses compatible for the overall development on a 35 acre park property called Foundation Meadows Park.

The study will be used by the City of Valparaiso as they move toward the next steps of implementation.



06.06



LEHMAN & LEHMAN
Transforming Horizons

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LANDSCAPE ARCHITECTURE AND PLANNING WWW.LEHMANANDLEHMAN.COM

GOSHEN COMMUNITY CENTER FEASIBILITY STUDY

CLIENT: City of Goshen and Goshen Community Center, Inc.

LOCATION: Goshen, IN

PROJECT BUDGET: \$35 Million

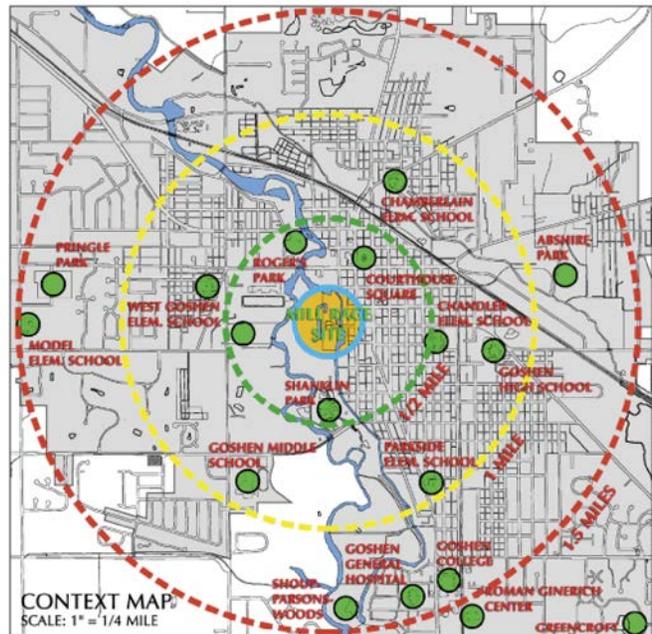
FEASIBILITY STUDY COMPLETION: Spring 2012

Based on community feedback for the Park and Recreation Five-Year Master Plan the need for a Community Center was evident.

The City of Goshen engaged Lehman & Lehman, Inc. to perform a Feasibility Study of the development and operations for a Goshen Community Facility embracing the dynamics of "Wellness, Commerce and Lifestyle." The development of such a facility will serve as a community gathering place, an economic development catalyst and a lifestyle center.

The Feasibility Study provides recommendations of Site and Facilities based on community needs; a Business Plan, including Marketing and Operational Plans; Funding Feasibility, Capital Expenditures and Operating Costs projections.

As a "Community Corridor" the proposed Mill Race Site provides close proximity to the downtown and pedestrian-way and blueway connections. This site beautifully blends the urban lifestyle with that of recreation while promoting health and wellness as a 'one-of-a-kind' destination.

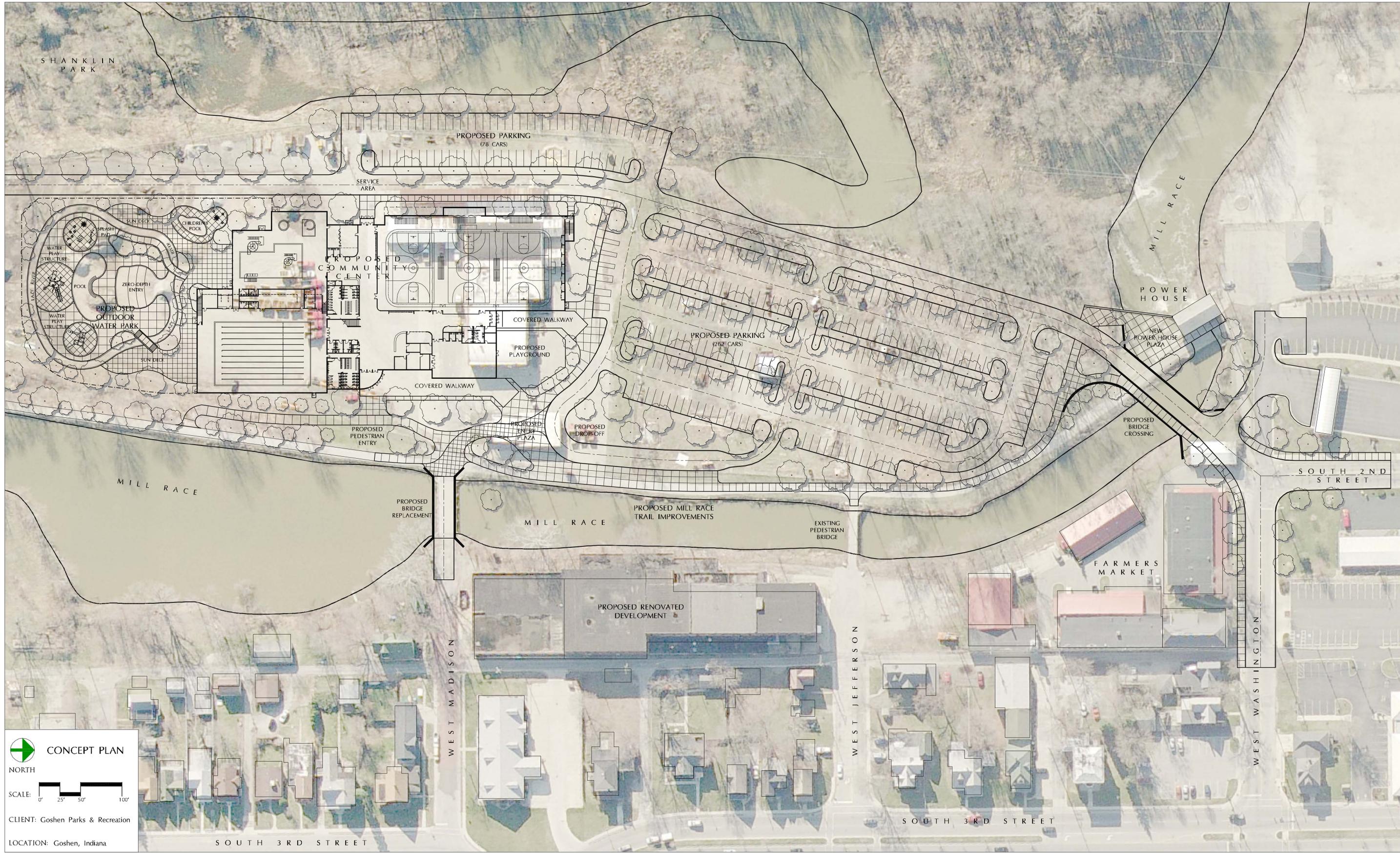


09.11

GOSHEN COMMUNITY CENTER

GOSHEN, INDIANA

MILL RACE PROPERTY CONCEPTUAL SITE PLAN



 **CONCEPT PLAN**
NORTH
SCALE: 0' 25' 50' 100'
CLIENT: Goshen Parks & Recreation
LOCATION: Goshen, Indiana

IN-PROGRESS
6-6-11

JUNE 6, 2011



117 South Main Street
Mishawaka, IN 46544

574-257-0000

Arkos Design was founded as a sub-chapter S corporation in the summer of 2005. We have used our combined experience to provide quality service to projects and clients in Indiana, Illinois, Michigan, and Ohio in senior living, higher education, non-acute healthcare and municipal. Arkos Design was blessed to partner with many quality clients, and within the first two years responded to that request by growing to eight employees. By Year 3, we were at ten employees and have grown since with a current staff of 14 full time and part time employees. We have expertise in-house for architectural design, interior design, and landscape architecture. Arkos Design has evolved into a firm which prides itself on flexibility and adaptive processes to which best fits the project's needs. We have provided services on small tenant improvement renovations to large commercial, new construction facilities; and along the way have worked in arrangements providing traditional services, design-build services, and integrated project delivery methods.

Jeff Anglemeyer will be the principal representing Arkos Design for this project. Arkos Design's project experience is shared on highlighted projects in this proposal. A partial listing of Jeff's experience as a project architect is captured on the resume herein. He has been registered since 1991 and during that time, much of his leadership has focused on three project types; senior living, municipal and educational environments.

Our firm's philosophy is founded on the idea that project success and innovation can be directly proportional to the involvement and interaction of the user with the design team. We believe our design role, in addition to the creative solutions to address program challenges, is to be a facilitator for the many representatives involved during a project's development.

Arkos Design welcomes and appreciates the role of asking the difficult questions and challenging the design team along with facilitating changes throughout the process.

Key elements which lead to project success can be:

- **External benchmarking** – visit other institutions that have successfully created innovative space.
- **Client interaction/involvement.**
- **Prototyping** a space to “kick the tires.”
- The design firm's ability to **interpret** the client's needs and develop into accurate documentation for the contractor.
- **Managing** the bidding and construction phases.

Success is subjective, depending on your perspective and personal interest in the project. Our successes are founded in the principle that the designers you work with during programming and schematic design will be the same representatives leading the project through to final completion. Our experiences have confirmed the best abilities to fulfill the owner's and designer's intentions are continuity and familiarity with the personnel and project history.



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117 South Main Street
Mishawaka, IN 46544

574-257-0000



Experience:

Jeff is a highly-qualified design professional with extensive experience in architectural design, project management and construction. As Principal, Jeff provides business development opportunities, gives leadership to all day-to-day activities, oversees design, manages direct communication with the client and their representatives and directs the project from inception through construction administration.

Education: Kent State University, Kent, Ohio
Bachelor of Architecture, 1988

Registration: Illinois #001.022265 Michigan #1301056349
Indiana #910120 Ohio #115470

Professional Memberships: American Institute of Architects, Member since 1991
National Counsel of Architectural Registration Board
Indiana Library Federation, Member since 1999
Michigan Library Association, Member since 2002

Projects:

Academic

- Bethel College—The Acorn Renovation
- Elkhart Community Schools—Commissary Addition
- Saint Mary’s College
 - Madeleva Hall—Interior Renovation
 - Madeleva Hall—Speech & Audiology Renovation
- University of Notre Dame
 - Administration Building, Multiple Renovation Projects
 - Carroll Hall Renovation
 - Eck Stadium Locker Room Renovation
 - Howard Hall Selective Renovations
 - Lewis Hall Renovation
 - Lyons Hall Renovation
 - St. Edwards Hall Renovation
 - Sorin’s Restaurant Renovation

Commercial

- Eddy Street Commons—multiple Tenant Improvements
- Franciscan Sisters of Chicago—Administration Office Addition
- IronWorks of Mishawaka—Restaurant / Office Building
- The Brick
- Zimmer, Inc.
 - Cafeteria Renovation
 - Innovations Café
 - Quality Lab & Offices Renovation

Library

- Fremont Public Library—Renovation
- St. Joseph County Public Library
 - Centre Township Renovation
 - German Township Branch Library
 - Main Library—Circulation Area Renovation
 - Main Library—Digital Lab



JEFFREY A. ANGLEMYER
AIA, NCARB
SENIOR PARTNER/PRESIDENT

117 South Main Street
Mishawaka, IN 46544

574-257-0000

Municipal

Centre Township Fire Station Addition

Planning

Fremont Public Library—Interior Master Plan

Gaither Family Resources—Master Plan

Harvest Bible Chapel—Master Plan

Hope Rising & Willow's Bend Development—Master Plan

IronWorks of Mishawaka - Master Plan

The Oaks at SouthPaw Farm—Master Plan

The Vineyards at Tabor Fields—Master Plan

Senior Care

Franciscan Sisters of Chicago—Our Lady of Victory Renovation

Trinity Senior Living Communities

 Marycrest Skilled Nursing & Assisted Living

 Sanctuary at Holy Cross—Rehabilitation and Wellness Center Addition

 Sanctuary at St. Paul's—The Vineyard Dining Renovation



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Experience:

Jordan is a formally-educated computer graphics artist with extensive experience in architectural visualization, rendering, and animation. As a graphics artist, Jordan takes a project in concept or plan and creates a realistic 3D model, fully textured with professional lighting effects, and ready to be rendered or animated. The exterior or interior space is viewed in full detail so that an accurate understanding of the future finished space can be realized.

Education: College for Creative Studies
Detroit, Michigan
Bachelor of Fine Arts, Digital Media and Animation, 2008

Projects:

Academic

Bethel College

Dining Commons Entry—Schematic Study, rendering
Middleton Hall Walk—Schematic Study, rendering
Welcome Center—Study, rendering

University of Notre Dame

Animated virtual walk-through of a classroom
Joyce Center, rendering study of exterior for logo addition
Sorin Hall Landscape, rendering
Sorin's Restaurant Renovation, rendering
Whitefield Laboratory Addition, rendering

Commercial

Zimmer, Inc.—Innovations Café

Faith-Based

Harvest Bible Chapel

Youth Ministry Addition, animated exterior fly-by and interior walk-through
Children's Ministry, interior rendering

Library

St. Joseph County Public Library—Urban Plaza and Parking, exterior rendering

Municipal

Mishawaka, City of—Byrkit Avenue Pedestrian Bridge Study

Senior Care

Trinity Senior Living Communities

Marycrest Skilled Nursing & Assisted Living, real-time visualization
Sanctuary at St. Paul's—Spa Renovation, rendering



JOSHUA T. HIGGINBOTHAM
AIA, NCARB
ARCHITECT

117 South Main Street
Mishawaka, IN 46544

574-257-0000



Experience:

Josh is a qualified design professional with experience creating drawings, models, and renderings for all stages of design. As an experienced project manager, he has overseen a wide variety of projects from conceptual design through construction.

Education: Ball State University, Muncie, Indiana
Master of Architecture 2009
Bachelor of Science 2007

Registration: Indiana #AR11400151

Professional Memberships: American Institute of Architects
National Council of Architectural Registration Board
Northern Indiana Chapter of AIA, Treasurer

Projects:

Academic

University of Notre Dame
Howard Hall Selective Renovations
Lewis Hall Renovation
Lyons Hall Renovation
St. Edwards Hall Entrance Renovation
St. Edwards Hall Renovation
Bethel College
The Acorn Renovation
Welcome Center—Study

Commercial

Bison Financial—Tenant Improvement
Essenhaus Canopy Addition
Franciscan Sisters of Chicago—Administration Office Addition
HJ Umbaugh & Associates—Tenant Improvement
South Bend Self Storage
The Brick
VNA Tenant Improvement

Faith-Based

The Chapel, Evangelical Free Church—Education Addition

Senior Care

Franciscan Sisters of Chicago—Our Lady of Victory Renovation

Our mission at Arkos Design is to enrich the communities we touch and improve the quality of life for those who live and work in the environments we design. Throughout the design and construction process, our philosophy is to be servant leaders. Our designs are born from a response to the users' needs being the highest priority.

The Whitestown Municipal Complex will provide spaces to gather, educate, exercise, feed and an overall welcoming environment for the community. While our experience is varied and has influenced many project types, the highlighted project sheets addressed the design issues of all these functions. We believe our expertise and specialty lies in process. We see our variety of experiences as a strength that is difficult to match. Our ability to apply a process which engages people and focuses on listening, implementing, and adapting across unique project types strengthens our staff's ability to creatively provide purposeful design solutions.

By listening, implementing, and adapting we not only help our clients succeed, but also create a positive impact on the community.

Listen: We appreciate that our projects are for the benefit of others. Our influence should help the lives, work environment, cost consideration, and life cycle maintenance of our clients' buildings. We embrace the approach that listening and learning about your needs and understanding the purpose for the space is the critical initial step in the design process.

Implement: Following fact-gathering and listening regarding the project's ambitions, it is important to implement properly. We enjoy the implementation process as this is where design energies are fueled. During the design stage, we create teams which process information gained during the listening stage and implement into a variety of solutions.

Adapt: One of the important aspects we are confident we do very well at Arkos Design is adapting and transitioning throughout the process. The development of design into a tangible built environment has many changes along the way, and it is important for the team you work with to embrace the benefits and positive change that come with adapting.



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...qualifications

117 South Main Street
Mishawaka, IN 46544

574-257-0000

Arkos Design, Inc. is a full service architectural firm providing extensive services as identified below. Our belief is that a fully integrated team provides the best opportunity for project success. In addition to our Architectural staff, we have Interior Designers. We also partner with Civil Engineers, Building Systems Engineers and Specialty Consultants to provide a fully responsive team. When appropriate to meet the needs of our clients, we have also teamed with General Contractors to provide an advantage of early and reliable cost estimates, project scheduling, and direction changes necessary due to material selection or other unforeseen issues.

architecture

Complete architectural services • Specifications • Value engineering
Accessibility and barrier free design • Space plans

interior design

Interior standards • Space planning • Lighting coordination
Graphics, signage and wayfinding • Custom furniture design

planning

Complete master planning services • Site evaluation • Programming
Sustainable principles integration • Site Analysis

construction services

Complete project scheduling services • Reliable cost estimates • Client
representation
Subcontractor coordination

graphic services

Design and marketing images • Additional images for clients
Advanced images for publications • Life-like visualization



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references

The experiences we have shared with our past partners will speak best to our abilities beyond what is contained herein. For further insight we encourage you to contact the individuals listed below.

Mr. Tony Polotto

Senior Project Manager, LEED AP
Office of the University Architect
University of Notre Dame
200 Facilities Building
Notre Dame, Indiana 46556
574-631-4205

Ms. Debra Futa

Director
St. Joseph County Public Library
304 South Main Street
South Bend, Indiana 46601
574-282-4604

Ms. Patty Stringfellow

Director
Jasper County Public Library
208 W. Susan Street
Rensselaer, Indiana 47978
219-866-5881

Mr. Patrick Pingel

Executive Director
Hubbard Hill Estates Retirement Community
28070 County Road 24 West
Elkhart, Indiana 46517
574-295-6260

Through each phase of the development, our full team will be engaged. This includes all our design professionals. The synergy of this team creates a system of checks and balances between design and construction methods and sequencing. As mentioned, this architectural team has worked on a significant number of projects with a variety of types and systems. This builds a confidence, an understanding of the accountability of each, and how our decisions affect the overall project.

Historically Arkos Design has successfully designed and delivered within a client's budget. Important to the success of meeting a budget is review and input with critical team members to build consensus. Admittedly, the couple years following the recession projects experienced significant increases in labor and material cost that were difficult to anticipate. We worked through these issues with the owner and were able to re-evaluate the scope with the sub-contractors which seemed higher than expected. The projects were able to be progressed through some creative scope assignments and were constructed within the budget.

We understand there are nuances within the estimating climate that can experience weekly volatility and are difficult for architects and owners to stay current with. First and foremost, our goal with any VE process is to eliminate the effect on the end user. As indicated elsewhere in this proposal, a driving mission for Arkos Design is making a priority of who we are doing this for. We approach this evaluation looking for alternative materials, construction methods, and purchase arrangements which may have overall cost benefit without impacting the purpose of the project.



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INNOVATIONS CAFE

Zimmer Inc.

Warsaw, Indiana

KEY PROJECT FEATURES

- Complete interior redesign of the space
- Interactive workshop design process
- Space designed to foster creativity
- Variety of gathering areas with flexible seating arrangements for creative interaction
- Slide, fountains, coffee bar, interactive 3D pin art wall, chalkboard stair walls



PROJECT DATA

Owner:

Zimmer Inc.
 1800 W. Center St.
 Warsaw, IN

Size: 4,000 sf

Completion Date:

August 2007

This client desired a place for their employees to be inspired and continue to hone their creative edge in a highly competitive orthopedics business. Arkos Design was asked to assist in creating an interior design for a space that would be inspiring and would foster innovation and creative thinking. The space prior to renovation was an infrequently used atrium.

A two-day highly interactive workshop with key personnel was facilitated by Arkos Design. Together, prototypes and models were created during that process that formed the basis for the final design of the space.

Final design features include a slide, fountains, coffee bar, an interactive 3D pin art wall, chalkboard stair walls. A variety of gathering areas and flexible seating arrangements to encourage creative interaction between multiple orthopedic design teams was critical to this client.

"I think back fondly on the café project. It was one of the more enjoyable professional experiences that I've had, and I'm happy to see the lasting popularity and usefulness of the space."

-- Nicolas Pacelli
 Associate Director
 Project Management
 September 22, 2014



THE BRICK
The Brick, LLC
 South Bend, Indiana

KEY PROJECT FEATURES

- Adaptive reuse of a former meat processing facility
- 5,000 square-foot assembly area
- Patio with river views
- Exposed concrete, masonry, and steel
- Custom bar made from salvaged materials



This unique event center is located in a renovated meat processing facility built for the Peter Eckrich and Sons Company in 1935. The interior partitions were removed to create the main event space and to expose as much of the original load bearing masonry as possible. The bar front was constructed out of reclaimed heavy timber beams fastened together with steel straps and topped off with a concrete bar. The Art Deco back bar was salvaged from another local establishment. 'His' and 'Hers' themed bathrooms add another distinct element. A 900-square-foot patio provides outdoor seating and is enclosed by cable railing, which has minimal visual presence to maximize river views. Overall, the event center maintains the integrity of its industrial past through exposed concrete, masonry, ductwork, trusses, and steelwork.

PROJECT DATA

Owner:
The Brick, LLC
 1145 Northside Blvd.
 South Bend, IN 46615

Size: 9,925 sf

Completion Date:
 February 2013



BOOKSTORE & ALUMNI DEVELOPMENT RENOVATION
Southwestern Michigan College

Dowagiac, Michigan

KEY PROJECT FEATURES

- New bookstore with college merchandise displays
- ‘Beak Squad’ tech support desk and electronics displays
- Alumni Development Center and SMC history gallery
- Renovated and enlarged multi-purpose conference room
- Updated finishes in lobby and corridors



The existing bookstore at Southwestern Michigan College had outgrown its space, and the college desired to relocate it to a more prominent location on campus. Capturing underutilized space within an existing building, Arkos Design planned a new bookstore that meets the current needs while also allowing for growth and flexibility in the future. The new bookstore becomes the first impression for visitors, as well as serving students needs for books, supplies, merchandise, electronics, and tech support. The ‘Beak Squad’ area is a main feature and greatly expanded from its previous location, embracing the migration from textbooks to computers, tablets, and electronic media.

An adjacent room is transformed into the Alumni Center, with an office for the Director of Alumni Development, a college history gallery, and an area to present donor opportunities. A large-scale mural and brick flooring unite this space with the Alumni Plaza.

PROJECT DATA

Owner:
Southwestern Michigan College
 58900 Cherry Grove Rd
 Dowagiac, Michigan
 49047

Size: 8,000 sf

Completion Date:
 February 2013



DIGITAL LAB RENOVATION
St. Joseph County Public Library
 South Bend, Indiana

KEY PROJECT FEATURES

- Private rooms with sound isolation
- Open collaboration space
- Prominent entrance from library proper
- Display space for patron creations
- High tech equipment including 3D printer



The library needed a space where patrons would have access to unique equipment for the creation of digital works. An underutilized area was reconfigured to accommodate printing equipment, display space, group seating spaces, 4 private recording rooms, and a staff workroom. The library wanted the space to be a blend of an industrial looking space and state-of-the-art equipment. Storefront with factory window-style muntins flank the entry and match the metal display grid fabricated by a local blacksmith inside the space. Concrete and wood wall features were created to complement the newly exposed existing concrete ceiling structure. The space is softened by a vibrant carpet pattern and lowered levels of lighting with fabric shades.

PROJECT DATA

Owner:
**St. Joseph County
 Public Library**
 304 S. Main St.
 South Bend, IN 46601

Size: 1,850 sf

Completion Date:
 June 2014



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GERMAN TOWNSHIP LIBRARY
St. Joseph County Public Library
 South Bend, Indiana

KEY PROJECT FEATURES

- Woodland cottage exterior & detailing
- Natural lighting deep into interior
- Unique reading / study areas
- Two flexible meeting rooms with a shared kitchen
- Outdoor program spaces



Nestled in a tranquil setting, the new library exterior emulates a whimsical cottage in the woods. Natural stone materials and interesting exterior expressions create a unique, contextual image that complements the existing woodland setting. These features also serve to highlight interior functions. Furniture and library services are arranged to create an intuitive learning environment. Large, dramatic windows bring in natural light and capture the beautiful views of the property. Turrets allow natural light to reach deep into the interior and create distinctive spaces for patrons. The site was designed to transition from the adjacent commercial setting to the more natural surroundings of the library. Patrons will enjoy beautiful woodland landscape as they move toward the building entrance. A secure courtyard garden provides an opportunity for patrons to enjoy the outdoor environment.

PROJECT DATA

Owner:
**St. Joseph County
 Public Library**
 304 S. Main St.
 South Bend, IN 46601

Size: 15,100 sf

Completion Date:
 May 2009



“Working with the team at Arkos has always felt like a true partnership. They’re a creative group and bring all their resources together in planning and designing a project that’s not only beautiful and innovative but functions well from the very beginning - and we’re involved every step of the way.”

-- Debra Futa
 Assistant Director



FRANK ECK STADIUM - LOCKER ROOM RENOVATION

University of Notre Dame

Notre Dame, Indiana

KEY PROJECT FEATURES

- New lounge furniture and lockers
- Replacement of all fixtures
- ADA compliance
- New finish materials throughout
- Addition of a kitchenette to the existing space



Arkos Design provided interior design services to supplement the university's architectural staff. Arkos Design selected finish materials and furniture for the space that were both durable and aesthetically appropriate for a modern collegiate baseball locker room. Interior design services included assistance with ADA compliance and detailing of architectural features. Selection of finishes was carefully coordinated with the athletic department to supplement the theme and technology by others.



PROJECT DATA

Owner:
University of Notre Dame
 Notre Dame, IN

Size: 1,940 sf

Completion Date:
 Spring 2011



ICE HOUSE RENOVATION

James Madison University

Harrisonburg, Virginia

KEY PROJECT FEATURES

- University offices and conference center
- Adaptive reuse of a former freezer storage building
- Exposed structure and concrete floors
- Design elements and accent colors accentuate structural features
- Partnered with Blue Ridge Architects of Harrisonburg, Virginia



James Madison University selected a portion of the existing Ice House building for office and conference space. Arkos Design provided space planning and interior design services for Blue Ridge Architects. The building originally had only two levels, but the height allowed the architects to divide the space and provide four levels, essentially doubling the usable area. The exposed concrete columns and floors reveal the building’s history, while the new steel columns and joists maintain the industrial feel. The interior spaces were designed to create an open, collaborative environment with low, frosted glass partitions to create privacy for offices. Particular attention was given to highlighting the structural elements by painting the steel columns and using frameless glass at the concrete columns.

PROJECT DATA

Owner:
James Madison University
 800 S Main St
 Harrisonburg, VA
 22807

Size:
 31,600 sf

Completion Date:
 February 2014



ENTRANCE, DINING & BISTRO, LIBRARY
Hubbard Hill Retirement Community

Elkhart, Indiana

KEY PROJECT FEATURES

- New drive-under canopy
- Redesigned lobby and reception
- Bistro with patio and garden views
- Dining area with increased seating
- Fireplace and bookcases in library



The renovation of the Main Entrance, Dining Area, and Bistro sets the stage for the hospitality indicative of this assisted living facility. The new drive-under canopy welcomes residents and visitors and guides them to the reception area where they are greeted by a staff host. Immediately adjacent is a new Bistro, complete with café and lounge seating overlooking an exterior patio and flower garden. The Dining Area transforms an existing space into a dining experience with views into a central courtyard and an art gallery wall. Care has been given to provide locations for the transportation assistance equipment during the dining experience. Completing the renovation is a Library that provides casual seating areas surrounded by wood bookcases and is warmed by the glow of a fireplace that serves as a focal point of the renovation.

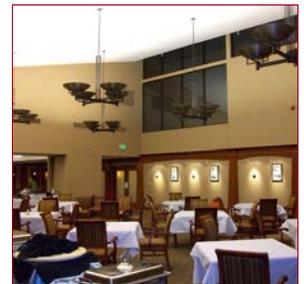


PROJECT DATA

Owner:
Hubbard Hill Retirement Community
 28070 County Rd 24 W.
 Elkhart, IN 46517

Size: 7,330 sf

Completion Date:
 Fall 2010





featured arkos design projects featured arkos



YOUTH MINISTRY ADDITION

Harvest Bible Chapel

Granger, Indiana

KEY PROJECT FEATURES

- Worship center
- Flexible youth activity space
- ‘Teen bridge’ and café
- Administration office renovation



Harvest Bible has been blessed with significant growth leading to challenges to provide adequate worship and education space. Arkos Design and Blue Ridge Architects collaborated on master plan services leading the church’s building committee through several planning sessions. These sessions lead to refinement of multiple options and sequencing of phased construction. The church identified their needs as an expanded worship center, children’s ministry addition and multipurpose space for large group activities.

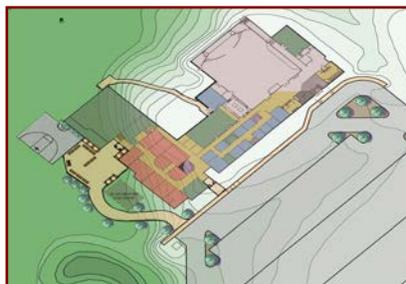
The first phase will expand the children’s ministry by adding 13,000 square feet to accommodate classrooms for newborn through senior high. The addition will provide a reception/check-in desk, children’s play area, 12 educational classrooms, teen gathering space with a café and a multipurpose activity space. The multipurpose activity space will accommodate 200+ youth with a performance stage and functional finishes to allow for activities from worship to recreation.

PROJECT DATA

Owner:
Harvest Bible Chapel
52277 Hickory Road
Granger, IN 46530

Size: 12,480 sf

Projected Completion Date:
Spring 2015



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THE ACORN RENOVATION

Bethel College

Mishawaka, Indiana

KEY PROJECT FEATURES

- Interior renovation of student lounge, dining area and commercial kitchen
- Complete demolition and reconfiguration of food service line
- Aesthetic upgrades to student lounge and dining area including accent panels and columns
- Energy efficient LED recessed lighting and accent lighting



The project involved renovations to the student lounge, dining area and kitchen while meeting a sensitive budget. The contemporary aesthetics create a dining and gathering experience more consistent with a sports bar than a traditional dining area. Extruded aluminum and wood accent panels create focal points throughout the space and minimize the visual presence of the painted concrete block walls. The custom serving line complements the aesthetics of the accent panels and incorporates the athletic department's logo. The design team worked closely with the College's food service vendor to create a more efficient and functional food service line.

PROJECT DATA

Owner:
Bethel College
 1001 Bethel Circle
 Mishawaka, IN 46545

Size: 2,890 sf

Completion Date:
 August 2013

