



LETTER OF INTEREST

TOWN OF WHITESTOWN –WHITESTOWN COMMUNITY CENTER FEASIBILITY STUDY

RESPONSIBLE OFFICE

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AUTHORIZED NEGOTIATOR

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D. Blake Wilson
Principal



Shrewsberry & Associates, LLC (Shrewsberry) is an engineering and consulting firm based in Indianapolis, Indiana with additional offices in Cincinnati, Denver, Louisville and Washington, D.C. Shrewsberry was established in 2001 to provide quality engineering and construction inspection services and to recruit, train and mentor a diverse group of professionals. For 15 years Shrewsberry has demonstrated success through an admirable portfolio of projects with municipal government, healthcare, industrial, commercial, and educational clients. Shrewsberry has core competencies and experience in the following service areas: Civil Engineering, Landscape Architecture, Environmental Consulting, and Construction Services.

The Shrewsberry team provides the Town of Whitestown with:

- A local team with over 200 combined years of experience.
- Proven leadership under Project Manager Nola Albrecht, who has over 30 years of experience in multi-disciplinary architecture, civil engineering and planning projects.
- A comprehensive and innovative project approach and cost-saving ideas for this project.
- Demonstrated capability to perform similar projects of varying size and scope.
- Familiarity with the Town and Town's personnel.

Why Shrewsberry?

No other firm matches our experience and passion for providing quality services. The depth of our professional experience and our responsive communication style will add value and contribute to the overall success of this project. We are prepared technically, plus we will bring a flexible approach to ensure that the results meet the Town of Whitestown's expectations in scope, budget, and schedule.

HIGHLY SKILLED AND EXPERIENCED TEAM

Shrewsberry is proud to say we have carefully assembled an experienced and powerful team to respond to the Whitestown Community Center Feasibility Study request and to deliver this project on schedule. Our team members combine in-depth knowledge with proven methodologies, to provide Whitestown an innovative and value added solution to assist the community to make sound decisions. These firms all have a vast amount of experience working for municipalities and have completed numerous park and recreation, and feasibility projects over many decades. The primary team members complementing the Shrewsberry Team are:



PROS CONSULTING, INC.

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



Southern Area Aquatics and Recreation
Center Feasibility Study/Business Plan
Final Report

August 26, 2013



AMERICAN STRUCTUREPOINT, INC.

Established in 1966, American Structurepoint has become one of the most recognized firms in the Midwest. With over 375 professionals working in-house across 11 disciplines, American Structurepoint's award-winning team understands how to successfully move your project from concept to completion. We provide a wealth of experience and resources dedicated to helping you make your vision a reality. Offering strength in numbers, stability that lasts, and innovative solutions, we provide complete consulting and design services, including comprehensive feasibility studies.

Community centers and recreation venues use innovative design to create memorable environments that are cost effective, attract customers, and drive revenue. Using dynamic and branded design, we help clients create valued destination spaces that are successful in growing communities. Our experience includes master planning and design of community recreational centers, with amenities such as basketball courts, baseball and soccer fields, aquatic facilities, and

other amenities that excel at drawing crowds and growing business. Our approach is comprehensive, with municipalities, property owners, specialty consultants, and builders collaborating for successful project delivery.

Areas of Focus

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

- **Feasibility Studies and Business Planning** – completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and the community’s vision around the reality of what is feasible and sustainable.
- **Operations, Maintenance and Organizational Development** – completed over 450 plans that involved operations, programming, maintenance and organizational development components.
- **Financial Planning and Management** – **PROS** is most renowned for providing the most innovative and proven methods for financial planning and management in the public sector with direct experience with over 150 proven ways to fund public parks, facilities and park systems.
- **Strategic Planning** – completed over 80 strategic plans for cities, counties, park districts and state agencies to help them become established in their market or to reposition themselves.
- **Needs Assessment** – completed over 250 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study. We will perform a comprehensive park, facilities and program needs assessment that helps identify importance and unmet needs for a variety of facilities / amenities and programs.
- **Master Planning** – completed over 250 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.

CAPACITY TO DELIVER

The Shrewsberry team has the proven capacity to deliver the requirements of the project and excels in customer satisfaction. We pride ourselves on our ability to complete projects on schedule and within budget, earning us repeat clients, including large utility companies, cities and towns throughout Indiana and the Midwest. Being respectful of our client requests for delivery, budgets, and sustainability of the end results, we assemble team frameworks to highlight and encourage the skillsets of each member to bring the best to the project. Our clients have benefitted from this structure on numerous projects and the same opportunity will be delivered to the Town of Whitestown.

Our team has a diverse background and assists communities all over the United States in many different capacities. We will help with the planning process and we will leverage our relationships to help introduce potential partners to look to invest in the community. Whitestown is in a unique position to make a statement for Boone County and the northwest suburb of Indianapolis.

Project Team Leader Nola Albrecht, ASLA, RLA, will be responsible for overall direction, coordination, and communication throughout the project. Shrewsberry has 65 full time employees, in addition to the full complements of American Structurepoint and PROS Consulting, and will commit the resources necessary to benefit the Whitestown Community Center Feasibility Study and the Town of Whitestown.

QUALIFICATIONS OF KEY PERSONNEL

The skills and talents of the Shrewsberry staff is diverse and reflected across a wide reach of project experience that will benefit the Whitestown Community Center Feasibility study by offering creativity, design, engineering, and construction expertise. Shrewsberry's Landscape Architects will be leading the Team, complemented by our Engineering staff, offering professional services at all stages in the life cycle of a project from problem identification through solution implementation, including data gathering, assessment, scoping, funding, design and construction oversight.

Collectively the Shrewsberry Team brings to the project a comprehensive and impressive resume of interests and expertise together around a shared motivation to execute the implementation of responsive, purposeful, and enduring places. The Whitestown Community Center Feasibility Study corresponds within our realm of influence that has been demonstrated many times on many projects. With an uncompromising goal to thoughtfully fulfill the vision of our clients and communities, our core values guides our practice to deliver comprehensive design solutions integrating all stakeholder interest. Stewardship is prevalent in our responsiveness to the project goals directing the Feasibility Study proposal in a cost effective and efficient manner leading to realization of the improvements as envisioned.

Given the scope of the project and our team's professional experience, Shrewsberry is confident that we will be able to successfully meet the needs of the Town and community stakeholders by providing cost-effective solutions that are practical and sustainable for the Whitestown Community Center Feasibility Study. All of the personnel slated for this project will be available at the time the assignment is made to allow for timely completion of this study.

Our strengths include senior staff with comprehensive skills and knowledge. We distinguish ourselves with vital experience, a proven track record, commitment to creative and sustainable solutions, and on-going design projects that vary from small localized improvements to highly complex projects. We propose utilizing staff that have experience and knowledge with the Town and all applicable regulations for this project and demonstrate past performance with tasks similar to those included in the scope of this project.

In the following pages, the Key Personnel are offered, with a summary of qualifications and the project roles and responsibilities.

Full resumes are provided for each of the personnel in a later section.

SHREWSBERRY TECHNICAL STAFF

❖ Professional Engineers	16
❖ Landscape Architects	3
❖ Envision Sustainability Professionals	3
❖ Engineer Interns	4
❖ Licensed Professional Geologists	2
❖ Environmental Scientists	9
❖ LEED Accredited Professionals	2
❖ Other Staff	28

Total Staff - 67

NOLA ALBRECHT, ASLA, RLA | Role: Team Leader & Project Manager | Shrewsberry



Years of
Experience

30

Years with Firm

2

B.S. Landscape Architecture, Ball State University

B.S. Environmental Design, Ball State University

Registrations and Certifications: Professional Landscape Architect (IN)

Nola demonstrates comprehensive project experience in landscape architecture throughout her 30+ year career. She has led, as well as participated in, multi-disciplinary architecture, civil engineering and planning projects. Nola's professional practice includes transportation corridor studies, trail design, park and recreation planning, downtown revitalization master planning and urban design. Nola has the capacity to work in successful cooperation with all project interests to ensure quality, innovation and customer satisfaction.

Project Qualifications:

- **30+ years' experience in the field of landscape architecture and design**
- **Diverse experience leading multi-discipline project teams**
- **20+ similar scope and size projects completed**
- **Project management, client liaison, stakeholder coordination**

FULL RESUME IS PROVIDED

JILL PALMER, PE | Role: Traffic Engineering Task Lead | Shrewsberry



Years of
Experience

16

Years with Firm

2

B.S. Civil Engineering, Purdue University

Registrations and Certifications: Professional Engineer (IN, OH, IL, NC), INDOT Certified LPA Consultant Project Manager

Jill has 16 years of technical and managerial experience on a wide range of transportation engineering and planning projects. Her experience in traffic engineering includes traffic impact studies, traffic signal warrant studies, speed studies, traffic data collection and traffic forecasting. She has been involved with public transit planning and amenity design. Jill has collected hourly and daily volumes, speeds, and vehicle classifications on all types of roadway facilities, including on-call contracts with INDOT. In addition, she participated in on-call traffic forecasting contracts for INDOT, developing future traffic projections for intersections, corridors and interstate networks in preparation of improvements at those locations. Jill's experience with transportation planning includes standalone studies, comprehensive plan amendments, as well as efforts in support of design projects.

FULL RESUME IS PROVIDED

ANDREW COCHRANE, PE | Role: Utility Engineering Task Lead | Shrewsberry



Years of
Experience

21

Years with Firm

< 1

B.S. Civil Engineering, Purdue University

Registrations and Certifications: Professional Engineer (IN), Land Surveyor in Training (IN), Certified Floodplain Manager (IN)

Andrew has had the unique experience of being involved in projects from their inception to their completion for both private and public clients. He began his career working on a surveying crew and has since been involved in the design and preparation of contract documents and their respective permitting, construction administration, and construction observation phases. His experience consists of wastewater treatment and collection system design, water resources including water distribution and hydraulic and hydrologic design and modeling, surveying, and site design. His diverse experience makes him a valuable facilitator for clients and their projects.

FULL RESUME IS PROVIDED

ZACH BERNINGER, RLA | Role: Project Landscape Architect | Shrewsberry



Years of
Experience

12

Years with Firm

1

B.S. Landscape Architecture, Purdue University

Registrations and Certifications: Professional Landscape Architect (IN)

Over the last 12 years, Zach has gained valuable experience by working on projects that include Urban Design, Community Planning, Downtown Revitalizations, Commercial Master Planning, Pedestrian Studies, Trails and Greenways, small and large scale Parks, and Landscape Design. These projects have been completed for a wide range of both private and public clients. Zach strives to produce creative design solutions that respond to the needs and desires of the client, while at the same time respecting the community standards.

FULL RESUME IS PROVIDED



Years of
Experience
30

LEON YOUNGER, MPA | Role: Recreation Professional | **PROS Consulting**
MPA, University of Kansas
B.S. Kansas State University

Registrations and Certifications: Certified Park and Recreational Professional

Leon Younger, Founder and President of PROS Consulting, has over 30+ years' experience in parks, recreation and leisure services. He is a recognized leader in applying innovative approaches to managing parks and recreation organizations. Leon held past positions as Director of Parks and Recreation (Indianapolis, IN), Executive Director of Lake Metroparks (Lake County, OH), and Director of Parks and Recreation (Jackson County, MO). He received the 1994 National Parks and Recreation Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities.

FULL RESUME IS PROVIDED



Years of
Experience
15

NEELAY BHATT, MBA | Role: Recreation Professional | **PROS Consulting**
M.S., Ohio University, MBA Ohio University
Post Graduate Diploma – Advertising and Public Relations, University of Mumbai
B.S., University of Mumbai

Neelay's career on three continents includes Disney, The Super Bowl, The Summer Olympic and Paralympics Games, as well as several years of consulting, public speaking and training. TEDx, the global platform for ideas, describes Neelay as a business and communications visionary and his service on the National Recreation and Park Association's Board of Directors is committed to ensuring that 'no child is left indoors'. As the VP of PROS Consulting, he has led strategic planning, master planning, sports facility development, financial sustainability, customer service training, marketing and branding projects that help shape a better vision for cities all over the world.

FULL RESUME IS PROVIDED



Years of
Experience
21+

MICHAEL SVETZ | Role: Recreation Professional | **PROS Consulting**
M.S. Miami University
B.S. Miami University

Michael brings over 21 years of experience in parks and recreation at the local government level. He has previously served as the Board of Director for the Ohio Parks and Recreation Association, President of Strongsville Community Foundation and Board of Directors, Virginia Recreation and Parks Society and currently serves as the Vice President for Arizona in Action. His past project experience includes managing development and operations of \$18M, 157,000 sq. ft. Community Recreation Center in Strongsville, OH as well as managing construction and development of \$25M in capital improvements in 3 years resulting from PROS Consulting Strategic Plan in Charlottesville, VA. Projects included: \$10M Aquatic and Fitness Center, \$6M Outdoor Aquatic Complex, \$9M park and trail development and land acquisition.

FULL RESUME IS PROVIDED



Years of
Experience

15+

JEFFREY BRANSFORD, MPA | Role: Recreation Project Manager | **PROS Consulting**
MPA, Clemson University, M.S., Clemson University
B.S., Texas A & M University

Registrations and Certifications: Project Management Professional (PMP)

Jeffrey has more than 15 years of experience in parks, recreation and leisure services. He brings experience as a project manager, project consultant, business analyst, professional trainer and strategic planner and has served as either project manager or lead analyst for over 55 parks and recreation projects. Jeffrey's past positions include Financial Analyst for the Center for Park Management and Business Plan Consultant for the National Park Service, Policy Fellow for the U.S. Secretary of Agriculture in 2002 and Park Ranger and Park Guide with the National Park Service. In 2002, Jeffrey was honored with the National Award for Excellence from the National Society for Park Resources.

FULL RESUME IS PROVIDED



Years of
Experience

25+

KYLE ST. PETER, LEED AP | Role: Architecture | **American Structurepoint**

Master, Architecture, Washington University
MBA Washington University
B.S. Architecture, The Ohio State University

Registrations and Certifications: LEED AP

Kyle is the practice leader in charge of the Architecture Group at American Structurepoint. A LEED-accredited professional, Kyle has over 25 years of experience in management/oversight of major architectural projects and supporting disciplines, including various large-scale corporate headquarters, airports, and more than a dozen convention centers across the country. His focus is on client service and progressive design strategies, advancing projects to a higher level in terms of architectural excellence.

FULL RESUME IS PROVIDED



Years of
Experience

25+

MIKE HOOPINGARNER, AIA, RID, LEED AP | Role: Lead Architect | **American Structurepoint**

B.S. Architecture, University of Arizona

Registrations and Certifications: Registered Interior Designer (IN), Registered Architect (IN), LEED AP

Mike leads the General Practice Group that focuses on municipal, manufacturing, and industrial projects. He serves as a mentor to our younger staff and oversees project design and production documentation. Mike has extensive experience with programming, land planning, space planning, building design, and project management.

FULL RESUME IS PROVIDED

PROJECT RESPONSIBILITY MATRIX						
RESPONSIBLE FIRM	Public Participation	Facility Program	Site Selection Analysis	Preliminary Building Plans	Budget and Finance	Marketing Materials and Deliverables
SHREWSBERRY	●	●	●	●	●	●
AMERICAN STRUCTUREPOINT	●	●		●		
PROS CONSULTING	●	●			●	

PROJECT UNDERSTANDING

Whitestown is the fastest growing community in central Indiana over the last 4 years. With such rapid growth in population, tourism and investments, it is understandable that the public facilities are reaching critical capacity and are in need of expansion and transformation. The Whitestown municipal leaders recognize that to best serve the community they must continue to upgrade and build upon the intrinsic quality of life in order to maintain excellence and sustain this growth. As such, the Town of Whitestown is further developing partnerships with the local Boys & Girls Club, the Whitestown Swim Club, youth soccer and other private partners to investigate opportunities and potentially combine resources to maximize investments. An important first step is the creation of this Community Center Feasibility Study to identify how the specific organizations and community needs might be met through the development of a new facility that will meet multiple needs and entice economic development opportunities. It is the intent that this proposed center or recreation complex could offer a variety of activities including soccer, baseball, softball, basketball, tennis, swimming, potentially ice hockey and also be adaptable for other activities and community needs. These ideas will be vetted during the Team information findings, programming, and financial planning process. The anticipated economic influence that this development could bring to the Town will be impactful and therefore complementary uses will be considered during the plan development as well. Our team values the unique characteristics of Whitestown that is separate from Carmel, Westfield or Brownsburg and as such, the Whitestown Community Center will highlight specifics to define success for your community. The Shrewsberry Teams is engaging in this project with eyes wide open with the overriding goal to investigate and identify how to make this facility a reality for the Town of Whitestown – and if necessary, identify what would be required to make it a reality if the outcome of the study leads to an alternative conclusion.

PROJECT APPROACH

PUBLIC PARTICIPATION

The ultimate goal of the Town of Whitestown is to create a Community Center Complex to enhance the community and serve the residents. Our team understands that public participation will be a crucial part of this feasibility study and planning process. It is vital to the Town that the public, residents and business owners alike are in support of the project and their voices are heard and ideas are gathered to make it a success. Also during this phase a local steering committee made up of key stakeholders will be engaged to understand their needs and review the process throughout its development. It’s a known fact that there is overlap in uses, expenditures, and resources between existing sport groups serving the community. The objective of the stakeholder meetings is to bring the groups together to define a common goal for the Community Center and how it can best serve all needs, yet be cost effective for the community.

FACILITY PROGRAM

Kick-off Meeting/Data Collection - The first task will establish the framework and outcome expectations associated with the Community Center feasibility study. Included in this task will be a kick-off meeting; the kick-off meeting should be attended by the Town of Whitestown staff members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Team. Steps of this task include:

- Review Existing Information, Reports, and any studies that have been done for a future community center

Comparative of Programming	Court Sports	Fitness	Cardio/ Free Weights	Aquatics	Seniors	Life Skills	Youth	Teens	Rentals	Child Care	Special Events
Fitness Centers											
Parkpoint Health Club		x	x	x	x	x	x			x	
Healdsburg Health and Fitness		x	x								
Curves		x	x								
Healdsburg Pilates & Personal Fitness		x	x								
Yoga on Center		x	x								
Childcare Centers											
Live Oak Preschool							x	x			x
Pine Tree School-Preschool							x	x			x
Healdsburg Montessori School							x	x			x
Little Lambs Preschool							x	x			x
Saint John the Baptist School							x	x			x
Fitch Mountain State Preschool							x	x			x
Healdsburg Community Nursery School							x	x			x

facility that may have been completed. The Team will review and discuss with key Town management and staff existing programs and operational issues at the current facilities being used for recreation in the Town of Whitestown, as well as the current market, other services providers, customer base and key findings and themes in relevant reports that have been done over the past several years if available.

Demographic Analysis - The Team will complete a demographic trends analysis which is based on Census 2010 baseline data, 2015 reported data, and projected populations for next five and ten years. Demographic characteristics analyzed and reported on will include population, age and gender distribution, households, and income characteristics. Also, the effect of demographic changes for the Community Center being discussed will be researched. This analysis will provide an understanding of the demographic environment for the following reasons: To understand the market areas which are potentially served by the new Community Center to determine changes and assist in making proactive decisions to accommodate those shifts.

Service Provider Analysis - The Team will analyze all major direct and indirect service providers in the region. Direct and indirect service providers will be based on typical services/programs administered in like facilities. This data will be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities will be performed on a local basis to attempt to quantify the potential market share. An analysis of competition will include: location, service offering, pricing, programs, competitions held and attractions.

Market Definition - The Team will confirm the size of the market by age segment and race/ethnicity for the study area. Detailed demographic analysis will be compared to potential recreational activities to estimate potential participation per national and local trends, as documented in the Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness and Leisure Participation market research data, as well as ESRI Local Market Potential. This will help to determine the size of the activity market by age segment and frequency rates that can be applied to the Community Center. These figures will serve as the basis for participation and revenue projections of the facilities.

Visioning and Core Program - Utilizing the community input, demographic analysis, service provider analysis, and market definition, the PROS Team will identify the recommended core programs for the facility. This will include key activities and programs for participants, as well as the potential size of the core program and market positioning.

SITE SELECTION ANALYSIS

Our Team will review the identified 6 sites and deliver a summary ranking with rankings of the sites. As part of the Site Selection Analysis, our professional staff of civil, traffic and utility engineers, landscape architects, planners and parks and recreation experts will provide in depth analysis of the following:

- Access routes – pedestrian and bicycle connectivity via greenways and trail networks to neighborhoods and community facilities
- Traffic patterns – safety, ingress/egress
- Utilities – service providers to identify cost effective solutions
- Topographic challenges if any and Drainage concerns or opportunities, and
- Other features that will significantly distinguish the sites – visibility, economic development opportunities, phasing options.

As part of the initial process, Shrewsberry will also review and evaluate the amenities and zoning around the sites to analyze the potential for future development. After the initial ranking, Shrewsberry will provide the Town with the top 2 sites for final feasibility investigation. Our goal is to find out how to make this facility work.

PRELIMINARY PLANS

Community Center Building -Throughout the facility programming phase the Team will define preliminarily the potential of the Community Center to meet the needs of the sport organizations and the Town. As such, initial square footage and building footprints will be laid out on a proposed site. Exterior site amenities and functional components will be located such as pedestrian connections, parking lots, and service access.

Connectivity -Visibility will be key to economic development, while safe pedestrian connections through local street networks and greenways are of utmost importance.

Site Amenity Layout -Diagrammatic recreation field layouts will be illustrated to exhibit potential interactions. Options for phasing of the community center building and complex will be investigated to align with community needs and opportunities for private investments.

Infrastructure Needs -Utility and infrastructure needs will be emphasized as well. Service providers will be vetted to understand availability and opportunities for involvement in the project site development.

BUDGET AND FINANCE

Operational Standards - The Team will establish operational standards and costs for the Community Center based on full operations. This will include hours of operation, maintenance standards, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. Where appropriate, personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program of the facility. This task will require a workshop with key management and staff. Levels of service and operational costs for the facility will be finalized.

Partnership Identification - The Team will evaluate existing partnerships and potential new contributing partnerships for the Community Center to gain an understanding of the impact of program specific partnering; ultimately determining if the shared risk associated with partnering eases the fiscal burden of service delivery while continuing to provide a benefit to the community. This will include identification of potential partners by specific activity, funding parameters, and agreement guidelines to support formal agreements.

Financial Plan/Pro-Forma - Based on the program, operations, and conceptual plan for the facility, the PROS Team will develop a detailed financial plan illustrating pricing strategy for each of the programs and services. The detail financial plan would include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel; a fully functional version of the electronic model will be provided to the management group for future use as a budgeting and planning tool. The electronic financial model, fully linked and functional with the ability to project and model dynamic scenarios, will include:

- Expenditure detail: Detailed staffing by space/program area; Contractual costs, including but not limited to, utilities, maintenance and repair, insurance, office/license/dues, advertising and promotion; Commodity costs for program area and general facility requirements; Contract instructor costs
- Revenue and participation detail: General admission by month of year, by participant category and price point (youth, adult, weekday, weekend, etc.); Program/class participation by session/meetings, by participant category ; Rental by space/program area by price point

Pricing strategies would be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan will be included as a deliverable to provide management and staff the ability to affectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

Presentation of Findings and Recommendations – The Team will present the draft Feasibility Study findings and recommendations over a one (1) day period for comment and review. Presentations will be made to the Town of Whitestown.

MARKETING MATERIALS AND DELIVERABLES

As part of the scope of work, Shrewsberry's Marketing Department, under direction of the project team, will prepare the following final deliverables and marketing materials for this project:

- Project Report- (1) pdf copy
- Color Floor Plans- (1) pdf copy, (1) set of 24 x 36 mounted to foam core
- Exterior Rendering – (1) pdf copy, (1) set of 24 x 36 mounted to foam core, 2 perspectives included
- Site Plan- (1) pdf copy, (1) copy of 24 x 36 mounted to foam core
- PowerPoint- (1) electronic copy of a PowerPoint presentation summarizing the plan

SCHEDULE

It is anticipated that the process for delivery of the completed Community Center Feasibility Study will take approximately 4-6 months. The Shrewsberry Team is prepared to begin immediately upon notice to proceed.

FEE COMPENSATION

The proposed fee to complete the Feasibility Study is \$87,500

Shrewsberry & Associates thanks you for the opportunity to submit our qualifications for the Town of Whitestown, Whitestown Community Center Feasibility Study. We look forward to working on this important and exciting project.

KEY PERSONNEL RESUMES



**NOLA ALBRECHT, RLA, ASLA | Landscape Architecture Department
Director**

Nola gained comprehensive project experience in landscape architecture throughout her 30 years of experience with participation and leadership in multi-disciplinary architecture, civil engineering, and planning projects. Her professional practice includes transportation corridor studies, trail design, park and recreation planning, downtown revitalization master planning, and urban design. Nola has the capacity to work in successful cooperation with all project interests to assure quality, innovation, and customer satisfaction.

EDUCATION

Bachelor of Landscape
Architecture, 1985
Ball State University

Bachelor of Science
Environmental Design, 1985
Ball State University

YEARS OF EXPERIENCE

Total: 30
With Shrewsberry: 1

REGISTRATIONS

Professional Landscape Architect
State of Indiana

AFFILIATIONS

Indiana Chapter of the American
Society of Landscape Architects
Member, 1993 - Present State
Chapter President

AWARDS & RECOGNITION

INASLA Merit Award Winner;
Brazil Downtown Revitalization
Master Plan

Fountain Square Master Plan
Design Competition Winner

PROJECT EXPERIENCE

MASTER PLANNING & URBAN DESIGN

**Warrick County Economic Development – Newburgh, IN
Medical District Master Plan**

Nola led the planning team to develop a land use master plan for a defined medical district in Warrick County. Located within an undeveloped site with direct access to the interstate system, surrounded by medical facilities, offices, and supporting retail, the property gave way to a plan to be used to entice academic and economic development opportunities to the area. Building upon the recent infrastructure improvements, the deliverable consisted of graphics depicting lifestyle images, connectivity to trails, and adjacent residential properties offering a development where one could live, work, play, and learn in Warrick County.

**IU Health Methodist Hospital – Indianapolis, IN
Campus Landscape Audit**

Nola was instrumental in identifying the needs of the client of this significant medical campus in downtown Indianapolis that had been developed over many decades. As a notable healthcare institution in a dynamic urban setting, the property required an intensive study to understand how maintenance staff and resources could be used effectively, leading to overall cost savings for the facility. With healthcare as a commodity, the value added benefit of the study led to the opportunity to improve upon the ‘curb appeal’ as a means to attract patrons, and strengthen the patient experience. This was all documented and summarized in a graphic format identifying short and long term improvement opportunities for communication with hospital leadership for budget consideration.

**City of Delphi – Delphi, IN
Delphi Streetscape Enhancements**

Nola was project coordinator and team leader for the design of 6 blocks in the central business district of Delphi as part of their Stellar Communities grant projects. In close coordination with the steering committee and city administration the streetscape took on a quintessential design of pavers, planters, and furnishings that will serve the community well into the future. Unique to the project is the Gateway Trail that is incorporated into the streetscape with a ‘bike hub’ complete with bike racks, benches, directional signage, and a drinking fountain for people and pets.

**Positively Perry Township Board – Indianapolis, IN
Madison Avenue Corridor/ Interurban Trail Development Plan**

Nola performed as the client and project manager, contributed to the design team as well as facilitated client committee meetings for preparation of a plan to enhance the visual and pedestrian experience along Madison Avenue. The Interurban Railroad route traversed Madison Avenue of which many of the cross-street names such as Stop 11 and Stop 8 are still clearly marked. Building on this historic precedent, the project took on the railroad theme and became

known as the Interurban Trail creating an identity for South Madison Ave. The corridor is still a major transportation corridor, pedestrian way and bus route for Indy Go commuters. As such a new logo, recommended wayfinding signage, redesigned bus shelters, bus stop amenities, and intersection and crosswalk designs were incorporated into the plan for consideration and inclusion into the new streetscape.

RECREATION

Kokomo Parks and Recreation Department – Kokomo, IN Five-Year Master Plan

Nola was project manager that supervised and facilitated many of the public and stakeholder information gathering sessions for the update of the Parks and Recreation Master Plan assuring compliance with IDNR requirements. The master plan was customized to guide and meet the specific needs of the KPRD for the next five years and included inventory and assessment of existing parks, recommendations for facilities and programs, and engaged public input throughout the process.

City of Kokomo – Kokomo, IN Kokomo Trail Enhancements

Nola was project manager and senior landscape architect providing guidance and vision for enhancements of the trail network throughout downtown Kokomo. It was important to the Mayor that the trail system emphasize the City's 'walkability initiative', is accessible by all, and embraces a design that enriches the quality of life for Kokomo residents. The project goal was accomplished by working closely with the City's engineering staff for implementation of the improvements including signage and special paving reinforcing safety and functionality at crossings and gathering spaces along the trail.

City of Portland – Portland, IN Hudson Family Park

Nola was responsible for overseeing the design team while working closely with the City Administration and parks board to realize construction of a 33 acre park located within downtown Portland. Coordination with different funding sources and donor conditions required the park to be built in phases within a tight schedule. A grand entrance, full service trailhead, 4 acre water feature, an outdoor amphitheater, sledding hill, and recreation fields were incorporated making this not only a local amenity but a regional economic attraction for the City.

Indy Parks – Indianapolis, IN Christian Park Site Development and Trail System

Nola was designer and project manager overseeing the development of this iconic community park that serves the diverse recreation needs for the neighborhood. Custom shelters, extension of internal trails, a fitness course, upgrading of ball fields and associated parking was completed in this first phase of the many upgrades to this neighborhood asset.

Franklin Parks Department – Franklin, IN Blue Herron Nature Park

Nola led the team to create a new park for Franklin within a donated property that was once a farm field along Young's Creek. The opportunity to connect to a nature preserve, provide access to additional residents and other trails was accomplished by constructing a new pedestrian bridge across the creek. Research of the area revealed that a railroad once traversed the property which led the design team to incorporate subtle elements along the abandoned route that depicted the essence of days gone by. Playgrounds, seating, and a carefully placed trail network offering views to children while parents exercise was also incorporated.

Indianapolis Department of Public Works – Indianapolis, IN Tarkington Park Improvements

Nola served as the client contact assisting the team with coordination of the infrastructure into a signature city park and playground. Shrewsberry's role was that of utility management working closely with the design team. The project incorporate sustainability practices such as permeable pavers and underground storm water storage.



JILL PALMER, P.E. | Project Manager

Jill has 16 years of technical and managerial experience on a wide range of transportation engineering and planning projects. Her experience in traffic engineering includes traffic impact studies, traffic signal warrant studies, speed studies, traffic data collection and traffic forecasting. Safety analysis and remediation is another area of her interest. In addition, she has been involved with public transit planning and amenity design.

SELECT PROJECT EXPERIENCE

Pennsylvania Department of Transportation – Various Locations, PA Review of Traffic Impact Studies

Project Engineer responsible for reviewing Traffic Impact Studies that were completed by other consultants. When new legislation allowed for slot machines within the state, casino developers submitted proposals for various sites, which were evaluated based on several conditions, including their ability to handle traffic flow. Jill reviewed the reports and visited each site to verify the stated existing conditions. Written summaries and technical review comments were provided to PennDOT to assist in their licensing approval process.

Traffic Impact Studies – Various Locations, IN

Project Manager for numerous Traffic Impact Studies. Tasks included: data collection, trip generation, trip distribution, highway capacity analysis, recommendations for roadway and intersection improvements, and presentation of findings in public hearings and to local officials. Experience included a full range of types of developments such as: residential, office, retail, industrial, and mixed-use projects in Indianapolis and surrounding communities. Recent examples include a Firestone store in Brownsburg; Forest Ridge apartment community in Indianapolis; Gateway, a mixed-use parcel in Anderson with medical, office, and retail uses; Conner Point, a large commercial development in Noblesville; Indianapolis West Stake, a religious-use facility in Avon; and Nanshan, an industrial facility in Lafayette.

Review of Traffic Impact Studies – Various Locations, IN

Project Manager responsible for reviewing Traffic Impact Studies for new developments that were completed by other consultants. Clients have included INDOT Greenfield District and the Town of Avon. Written summaries and technical review comments were provided to the client.

Major Hospital – Shelbyville, IN Traffic Impact Study

Project Manager responsible for preparing Traffic Impact Studies for the proposed relocation of Major Hospital from near downtown Shelbyville to a business park on the north side of the city, and analyzed the projected change in traffic patterns based on hospital-provided zip code data of patients and employees. A new traffic signal was warranted at the hospital access, and another signal was found to be warranted based on pre-hospital conditions. This effort required coordination with the INDOT Greenfield District.

City of Huntington – Huntington, IN Etna Avenue Traffic Study

Project Traffic Engineer responsible for evaluating traffic operations within the project limits of a planned roadway and drainage improvement project. Tasks included collecting traffic counts, analysis of existing operations, growth projections, analysis of future operations, and recommendations for geometric improvements to be included in the road design.

EDUCATION

Bachelor of Science
Civil Engineering, 1999
Purdue University

YEARS OF EXPERIENCE

Total: 16
With Shrewsberry: 3

REGISTRATIONS

Professional Engineer
States of Indiana, Ohio, Illinois,
North Carolina

AFFILIATIONS

Institute of Transportation
Engineers, Member

CERTIFICATIONS

INDOT Certified LPA Consultant
Project Manager

INDOT Certified Utility
Coordinator

PRESENTATIONS

Transportation 2015 (ITE/LTAP),
"More About Signs"
2014 IT for Local Road & Street
Agencies (LTAP), copresenter,
"GIS and Pavement
Management: Creating the
Roadway Maintenance
Improvement Plan or MIP"
2013 Road School, "Sign
Inventories: Lessons Learned"
Transportation 2012 (ITE/LTAP),
"Sign Inventories: Lessons
Learned"
2012 Road School, "Traffic
Impact Studies"

Indiana Department of Transportation – Various Locations, IN

Traffic Forecasting

Serving various roles, including Project Manager, for a series of on call forecasting contracts with INDOT from 1998-2012. Assignments included isolated intersections and interconnected corridors in urban, suburban, and rural areas. Raw traffic data was provided by INDOT or collected for each assignment, adjusted and balanced for the base year. One or more sources of growth information were examined to help determine a future growth rate. This was applied to the balanced and adjusted base year data to get future year data for DHV, AADT, and Commercial Vehicles. INDOT utilizes this data for developing design solutions. Assignments included US 421 in Clinton Co., SR 9 in Anderson, US 41 in Vanderburgh Co., US 27 in Randolph Co., US 41 in Vigo Co., and SR 64 in Floyd Co.

City of Bloomington – Bloomington, IN

South Rogers Street Streetscape Traffic Study

Project Traffic Engineer responsible for evaluating the traffic impacts of a proposed streetscape project. Rogers Street is a major connector road through a historic neighborhood in Bloomington, located close to downtown and the Indiana University Campus. Pedestrian and bicycle connectivity was a key component of the streetscape plan. Jill collected traffic counts and field-measured existing travel lanes along the corridor. A traffic operations analysis was conducted to compare existing conditions with the proposed conditions, where the streetscape removed or narrowed certain auxiliary lanes to allocate more space to non-motorized users. The resulting traffic study assured the city's engineer that the project would not significantly impede vehicular flow.

City of West Lafayette – West Lafayette, IN

Cumberland Avenue

Project Engineer responsible for revising and updating the Traffic Analysis portion of the Cumberland Avenue project. A traffic analysis was conducted to determine the improvements necessary to maintain satisfactory operations and progression between multiple intersections. Jill assisted the City of West Lafayette with the traffic study, public involvement, and design for rehabilitation of approximately 1.7 miles of Cumberland Avenue between US 52 and Soldiers Home Road.

Speed Studies – Various Locations, IN

Project manager for the analysis of vehicle speeds along various roadway segments. Tasks included: speed and volume data collection, statistical analysis of results, and recommendations for modifying the posted speed limit and enforcement practices. Results of speed studies may be used to determine the 85th percentile travel speed, which is used in certain design parameters. Other studies were conducted in school areas with high-volume pedestrian crossings and the speed study indicated the level of compliance with currently posted school zone speed limits.

Town of Avon – Avon, IN

Town Engineer

Project Engineer responsible for on -call traffic engineering for the Town of Avon, 2008-2013. Jill addressed all traffic concerns submitted by Avon residents. Tasks included investigating problems locations, delineating deficiencies, and identifying improvements; and pursuing federal funding by submitting application grants. She also reviewed Traffic Impact Studies and Site Plans for proposed developments submitted by other consultants. Jill was responsible for the town's annual traffic counting program and performed miscellaneous traffic studies, as requested.

Indiana Department of Transportation – Various Locations, IN

Traffic Counts

Project Engineer/Manager working under INDOT contracts to conduct special traffic counts throughout the state from 1998-2011. Locations ranged from rural to suburban to urban areas, and roadways included two-lane highways, multi-lane arterials, and interstates. An example was SR 37 between Bloomington and Indianapolis, where over 50 stations were counted and classified in the winter of 2009-2010 in support of I-69 studies. In addition, non-INDOT counts were conducted for clients, such as the Avon annual traffic counting program, in Brownsburg in support of the Thoroughfare Plan, for a private development near I-69 in Delaware County, in Beech Grove for pavement design along Main Street, and in Greencastle for a local streetscape project.



ANDREW C. COCHRANE, PE, CFM | ENGINEERING TEAM LEADER

Andrew has had the unique experience of being involved in projects from their inception to their completion for both private and public clients. He began his career working on a surveying crew and has since been involved in the design and preparation of contract documents and their respective permitting, construction administration, and construction observation phases. His experience consists of wastewater treatment and collection system design, water resources including water distribution and hydraulic and hydrologic design and modeling, surveying, and site design. His diverse experience makes him a valuable facilitator for clients and their projects.

EDUCATION

Bachelor of Science
Civil Engineering, 1994
Purdue University

YEARS OF EXPERIENCE

Total: 21
With Shrewsberry: < 1

REGISTRATIONS

Professional Engineer: Indiana
Land Surveyor in Training:
Indiana

CERTIFICATIONS

Certified Floodplain Manager
Indiana

TRAINING

Dale Carnegie – Effective
Communications & Human
Relations
Dale Carnegie – High Impact
Presentations
PSMJ – Project Management
Bootcamp

AFFILIATIONS

American Society of Civil
Engineers
Chi Epsilon – National Civil
Engineering, Honor Society
Indiana Water Environment
Association

PROJECT EXPERIENCE

Wastewater

Walker Farms Force Main Improvements, Whitestown Municipal Utilities – Whitestown, IN

Designed valve vault structure and 11,000 feet of 10" force main to divert flow from the existing WWTP to the south to extend the life of the existing WWTP. This project will delay the need to construct a new WWTP since the existing WWTP is near its operational capacity.

North WWTP Improvements, Whitestown Municipal Utilities– Whitestown, IN

Designed improvements to the existing influent lift station at the WWTP. The improvements included converting a dry/wet well to a wet well, constructing a new valve vault, installing new pumps and a grinder, and finishing a room in an existing building to be used as a electrical control room.

North Sewer System Rehabilitation, Whitestown Municipal Utilities – Whitestown, IN

Designed sanitary sewer system improvements including 13,000 feet of cured-in-place piping for 8" and 12" sewers, manhole linings, and point repairs to reduce infiltration and inflow. The project will be partially funded by a \$600,000 OCRA grant.

West Fork 1 Interceptor & Lift Station, Town of Plainfield – Plainfield, IN

Designed interceptor consisting of over 5,000 feet of 8", 12" and 15" and over 7,000 feet of 36" sanitary sewer to connect an existing, failing package treatment plant in another utility to an existing lift station and force main. The existing plant will be decommissioned and used to equalize wet weather flows. The existing lift station will be replaced with a regional station and the existing force main will be used temporarily. Additional services included property owner negotiations, completing permit applications for IDNR Construction in a Floodway Permit, IDEM Construction Permit, and Rule 5 Permit and also coordinating COE Nationwide 12 and IDEM Regional General Permits with subconsultant.

Stormwater

Sixth & Seventh Street Storm Sewer Improvements, City of Brookston –Brookston IN

Designed 42" storm sewer project along State Road 43 that was partially funded by an Indiana Department of Commerce grant.

Regional Detention Pond, Precedent Commercial Development – Mount Comfort, IN

Completed construction drawings for a regional detention pond design conceived during study phase.

Canary Ditch Flood & Wetlands Mitigation, City of Franklin – Franklin, IN

Managed the redesign of a flood and wetlands mitigation site including hydrologic modeling, construction drawings, and permitting. Streambank stabilization measures were incorporated into the design to protect the existing channel and proposed pond embankments.

Youngs Creek Streambank Stabilization, City of Franklin – Franklin, IN

Designed approximately 800 lineal feet of embankment stabilization for Youngs Creek consisting of dredging bridge openings and stabilizing embankments with a combination of gabion mattresses, vegetated coir logs, and seeded turf reinforcement mats. Native species trees and shrubs were incorporated into the design to mitigate clearing for the project.

Drinking Water

Bargersville Water Treatment Plant No. 2, Town of Bargersville – Bargersville, IN

Performed construction administration and observation for new 6.0 MGD plant with fluidized bed reactors, two clear wells, and media blowdown pit financed through the State Revolving Fund loan program.

South WWTP Water Main Extension, Town of Plainfield – Plainfield, IN

Designed approximately 4,800 feet of 12-inch ductile iron water main to serve 2.0 mgd wastewater treatment plant and INDOT interstate rest area. Project involved jacking and boring under the interstate.

Water Tank and Water Distribution Improvements, City of Greenfield – Greenfield, IN

Provided design phase services for a 1.5-million-gallon elevated water tank and water distribution improvements. Utilizing the City's water master plan and water distribution system model, a tank and water distribution system evaluation was completed using WaterCAD. The evaluation consisted of analyzing two proposed tank sites and their associated system pressures for their benefits. After a site was selected, a site plan and water main drawings were also completed.

Studies & Plans

Town of Plainfield – Plainfield, IN

Long Term Wastewater Sewer Analysis

Completed study consisting of evaluating sanitary sewer routing alternatives to connect existing sewer infrastructure and eliminate/consolidate multiple lift stations, summarizing annual operations and maintenance costs for the lift stations, and preparing life-cycle cost analyses comparing the existing operation to the best alternative.

Republic Development – Fishers/Noblesville, IN

Master Drainage Plan for Exit 10 Development

Project engineer for a 600-acre residential, commercial, and industrial development master drainage plan that will improve the watershed's drainage system and allow for development to occur upstream.

City of Franklin – Franklin, IN

Hurricane Creek Regional Detention Study

Completed hydrologic analysis of Hurricane Creek watershed on northeast side of city to determine feasibility of constructing detention to alleviate flooding within city limits.

City of Franklin – Franklin, IN

Stormwater Master Plan

Developed a stormwater master plan of prioritized capital improvements projects consisting of a variety of flood and erosion control projects and storm sewer projects.



ZACH BERNINGER, RLA | Landscape Architect

Over the last 12 years, Zach has gained valuable experience by working on projects that include Urban Design, Community Planning, Downtown Revitalizations, Commercial Master Planning, Pedestrian Studies, Trails and Greenways, small and large scale Parks, and Landscape Design. These projects have been completed for a wide range of both private and public clients. Zach strives to produce creative design solutions that respond to the needs and desires of the client, while at the same time respecting the community standards.

PROJECT EXPERIENCE

EDUCATION

Bachelor of Science
Landscape Architecture, 2003
Purdue University

YEARS OF EXPERIENCE

Total: 12
With Shrewsberry: .5

REGISTRATIONS

Professional Landscape Architect
State of Indiana

City of Bloomington – Bloomington, IN SR 37 Alternative Transportation Study

The goal of this project was to analyze the roads and intersections that crossed SR 37 west of Bloomington and create a network of options that would allow the pedestrian or bicyclist safe crossing of the busy road and connect them to the downtown area. Project responsibilities included site analysis, master planning, and schematic design.

Town of Yorktown – Yorktown, IN Yorktown Transportation Study

Like many towns across the country, Yorktown was losing business and traffic flow due to the nearby state roads and interstate 69. This study identified where the current traffic was located, where the town should plan its new growth, and how to define town limits with the use of gateways that would pull people in. Project responsibilities included site analysis, schematic design, and placemaking.

Indianapolis MPO – Indianapolis, IN Binford Village Study

As Indianapolis grows, ways to effectively expand mass transit is an ongoing concern. The Binford Village Study was located in the northeast corner of the Indianapolis area along an existing rail line that was slated for future mass transit. The plan used Multi-modal connectivity as the basis and provided a variety of different uses to help create a new destination. Project responsibilities included site analysis, master planning, schematic design, and placemaking.

City of Frankfort – Frankfort, IN Frankfort Safe Routes to School

Safety is always the number one concern when dealing with children. The Safe Routes To School (SRTS) plans not only try to find ways to get more kids to walk or bike to school, but tries to find ways to get them to their destination in a safe effective manner. Frankfort's plan used the core principles of education, encouragement, enforcement, and engineering to achieve a plan that would yield successful results. Project responsibilities included site analysis, master planning, and schematic design.

Purdue Research Foundation – Indianapolis, IN Purdue Research Park at Ameriplex

The Purdue Research Foundation partnered with a private group, Holiday Properties, to develop a research park near the Indianapolis International Airport. A Master plan was prepared for the 78 acre site that took into account the natural features. The buildings were sited around wooded areas and stream corridors, and connected by a series of pathways. Project responsibilities included site analysis, master planning, and placemaking.

Carmel-Clay Parks and Recreation – Carmel, IN West Commons Park

After the success of the Monon Center and Water Park, the parks department turned to the last remaining, developable space in Carmel Central Park. West Commons Park was designed to be a stand-alone regional park with a spray/splash pad for use when the water park becomes overcrowded. In addition, a large, sculptural playground will be added to the city along with large rentable shelters and an outdoor classroom. Project responsibilities included site analysis, schematic design, planting design, hardscape design, grading design, cost estimation, construction documentation and construction detailing.

Carmel-Clay Parks and Recreation – Carmel, IN

Dog Park

The parks department noticed a need and decided to develop a dog park for its residents. Phase I is located just east of the existing park maintenance facility, and phase II will be added once the maintenance facility has been relocated. This site is located adjacent to a floodplain and presented certain challenges given the new desired use. Water quality was achieved with permeable pavement, sediment pond, and level spreader weirs. Project responsibilities included schematic design, planting design, hardscape design, cost estimation, construction documentation and construction detailing.

Carmel-Clay Parks and Recreation – Carmel, IN

Founders Park

This park is 36 acres and was designed to be constructed in phases. First, the park infrastructure and ball fields were constructed. Phase II consisted of the large shelter, playground equipment, restrooms, and trails. Next came the pavilion building with storage areas, employee workspaces and a rentable room for gatherings. Project responsibilities included schematic design, planting design, cost estimation, construction documentation and construction detailing.

City of Lawrence – Lawrence, IN

Lawrence Pedestrian Plan

The city was looking to improve pedestrian connections between schools, businesses, and residential areas. The goal of the plan was to envision pedestrian friendly routes that would connect of these areas and create a prioritized list projects. These top projects were then taken to schematic design and given an appropriate cost opinion. Project responsibilities included site analysis, master planning, schematic design, and cost estimation.

City of Portland – Portland, IN

Hudson Family Park

This 33 acre regional park was completed in phases that spanned a decade. When the park was completed, the original farm ground had been transformed to include an amphitheater, concession building, two restroom buildings, shelter, large playground, 3 acre pond, walking trails, reclaimed bridge and a trail that connected to another park in town. Project responsibilities included site analysis, master planning, schematic design, construction documentation, and construction detailing.

City of Portland – Portland, IN

Portland Park and Recreation 5 Year Master Plan

With its residents in mind, the City of Portland wanted to create a master plan that would be accepted by the state and make them eligible for grant money to improve their community. A master plan for the city was created that met the state's requirements by including an existing park inventory, needs analysis, action plan, and funding options. Project responsibilities included master planning and cost estimation.

City of Sullivan – Sullivan, IN

Sullivan Park and Recreation 5 Year Master Plan

Sullivan currently has one city park. For a city of Sullivan's size, the park is quite extensive and includes passive and active uses. In order to organize their approach for improving the park, a master plan was created that detailed how growth should happen over the next 5 years. A public survey was used to collect data from users, along with public input meetings. Project responsibilities included master planning and cost estimation.

Leon YoungerPROS Consulting
President**Education**

M.P.A., University of Kansas, Aug. 1988

B.S., Kansas State University, May 1975

Employment History

President, PROS Consulting, Sep. 1995 to present

Director/Chairman of the Board, Indianapolis Parks and
Recreation, Apr. 1992 to Sept. 1995

Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1992

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

**Certification**

Certified Park and Recreation Professional

Professional Experience

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

Similar Project Experience

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

Neelay Bhatt

PROS Consulting
Vice President

Education

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

Employment History

PROS Consulting INC.
Disney Sports and Recreation, FL
Athens Olympics and Paralympic Games, Greece
Medivision Infomedia Pvt. Ltd., India

**Professional Experience**

- Neelay's career on three continents includes Disney, The Super Bowl, The Summer Olympics and Paralympics Games, besides several years of consulting, public speaking and training. TEDx, the global platform for ideas, describes him as a business and communications visionary, and his service on the National Recreation and Park Association's Board of Directors is committed to ensuring that 'no child is left indoors'.
- In addition to presenting multiple TEDx talks and coaching TEDx presenters, he is a sought after keynote speaker and routinely invited to speak to and train executives, professionals, and students globally ranging from United States to China and from Europe to India.
- As the Vice President at PROS Consulting INC., he has led strategic planning, master planning, sports facility development, financial sustainability, customer service training, marketing and branding projects that are helping to shape a better vision for cities all over the world.
- From managing the daily online publication of the Super Bowl (SB XLVI) to leading the City selection process of the inaugural T-20 cricket league in the United States, his approach focuses on innovating and partnering to maximize revenue generation and create a guest experience of the highest quality.

Similar Project Experience

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

Jeffrey J. Bransford

PROS Consulting
Senior Project Manager
Education

M.P.A., Clemson University, May 2005
M.S., Clemson University, May 2005
B.S., Texas A&M University, May 2002

Employment History

Senior Consultant, PROS Consulting August 2013 to Present
Associate Director, Eppley Institute for Parks and Public Lands, Indiana University, Mar. 2009 to Aug. 2013
Associate Director, Center for Park Management, National Parks Conservation Association, Jun. 2006 to Feb. 2009
Management and Business Analyst, National Park Service, Jun. 2005 to Jun. 2006

Certification

Project Management Professional (PMP)

Professional Experience

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

Similar Project Experience

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



Michael Svetz

PROS Consulting
Senior Project Manager
Education

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

Employment History

Consultant, PROS Consulting; 2012 to present
Director of Parks and Recreation, City of Goodyear, Arizona;
2009 to 2012
Director of Parks and Recreation, City of Charlottesville, Virginia; 2004 to 2009
Director of Parks and Recreation, City of Strongsville, Ohio 2000 to 2004
Assistant Director of Parks and Recreation, City of Strongsville, Ohio 1997 to 2000
Recreation Supervisor, City of Brunswick, Ohio 1991 to 1997

**Professional Experience**

- 21 years of experience in parks and recreation at the local government level
- Managed development and operations of \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
- Managed construction and development of \$25 million in capital improvements in 3 years resulting from PROS Consulting Strategic Plan in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
- Oversight of the development and operations of \$103 million Spring Training Complex in Goodyear, Arizona
- Board of Director, Ohio Parks and Recreation Association 1997-2004
- President, Strongsville Community Foundation 2003-2004
- Board of Director, Virginia Recreation and Parks Society 2007-2009
- Vice President, Arizona in Action, Present

Similar Project Experience

- Managed the development and operations
 - \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
 - \$25 million in capital improvements in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
 - \$103 million Baseball Spring Training Complex in Goodyear, Arizona
 - 50,000 square feet community recreation center in Brunswick, OH
- Town of Brownsburg, IN Community Recreation Center Feasibility Study
- Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study
- City of Aspen, CO Recreation Division Business Plan
- City of Boulder, CO Aquatics Feasibility Study
- Washington DC / Prince George's County, MD Regional Multi-Purpose Community Center Feasibility Study
- City of Westerville, OH Community Recreation Center Expansion Feasibility Study
- City of Napa, CA Senior Center Feasibility Study & Business Plan
- Santa Clara County, CA Cost Recovery and Pricing Plan
- City of Kansas City, MO Garrison Community Center Business Planning Services
- City of Calgary, Alberta, Canada, Park Zero Based Budget Review
- City of Grandview, MO Aquatic Complex and Park Feasibility Study Development



Kyle St. Peter, LEED AP

Principal-in-Charge

Kyle is the practice leader in charge of the Architecture Group at American Structurepoint. A LEED-accredited professional, Kyle has over 25 years of experience in management/oversight of major architectural projects and supporting disciplines, including various large-scale corporate headquarters, airports, and more than a dozen convention centers across the country. His focus is on client service and progressive design strategies, advancing projects to a higher level in terms of architectural excellence.

Education

Bachelor of Science, Architecture, 1981, The Ohio State University

Master, Architecture, 1985, Washington University

Master, Business Administration, 1985, Washington University

License and Certifications

LEED AP

Relevant Experience

Municipality Campus Feasibility Study, Speedway, Indiana

Global Petroleum Company North Facility Transportation and Security Master Plan, Whiting, Indiana

Master Planning Services, Ohio Valley Surgical Hospital, Springfield, Ohio

Indiana University Regenstreif Facade Study, Wishard Medical Campus, Indianapolis, Indiana

Owen Hall Feasibility Study, West Lafayette, Indiana

IUPUI Feasibility Study for Demolition of the Wishard Medical Campus, Indianapolis, Indiana

Purdue University Tarkington and Wiley Halls ADA Feasibility Study, West Lafayette, Indiana

St. Louis County Energy Strategy Study, Clayton, Missouri

Lansing Convention Center Expansion Master Plan - Phase II, Lansing, Michigan

Kokomo Baseball Stadium, Kokomo, Indiana

Michael Hoopingarner, AIA, RID, LEED AP



Project Manager

Mike leads the General Practice Group that focuses on municipal, manufacturing, and industrial projects. He serves as a mentor to our younger staff and oversees project design and production documentation. Mike has extensive experience with programming, land planning, space planning, building design, and project management.

Education

Bachelor of Architecture, Architecture, 1980, University of Arizona

License and Certifications

Registered Interior Designer - Indiana

Registered Architect - Indiana

LEED AP

Relevant Experience

Gymnasium Expansion, Perry Heights Middle School, Evansville, Indiana

Lawrenceburg Event Center and DoubleTree by Hilton, Lawrenceburg, Indiana

Hendricks Regional Health YMCA, Avon, Indiana

Parks & Recreation Fitness Center Renovation, Hammond, Indiana

Tate Street Recreation Center, Lawrenceburg, Indiana

Exhibition Center Master Plan (Conceptual Plan), Elnora, Indiana

Brookside Park Building Rehabilitation, Indianapolis, Indiana

Plainfield Park Building 1, Plainfield, Indiana

Plainfield Park Building No. 3, Plainfield, Indiana

Riverfront Redevelopment Project, Lawrenceburg, Indiana

Main Street Hamilton County Lifestyle Center, Noblesville, Indiana

Holiday Inn Select - Caribbean Cover Waterpark Addition, Indianapolis, Indiana

Hotel and Water Park - Gatlinburg and Pigeon Forge, Gatlinburg, Tennessee

Hotel and Water Park - Prairie Stone Development, Hoffman Estates, Illinois

Embassy Suites Hotel Waterpark, Cincinnati, Ohio

Georgetown Park, Speedway, Indiana

Whiting Lakefront Redevelopment Plan, Whiting, Indiana

Wood Park, Indianapolis, Indiana

Hotel and Water Park - Sevierville, Sevierville, Tennessee

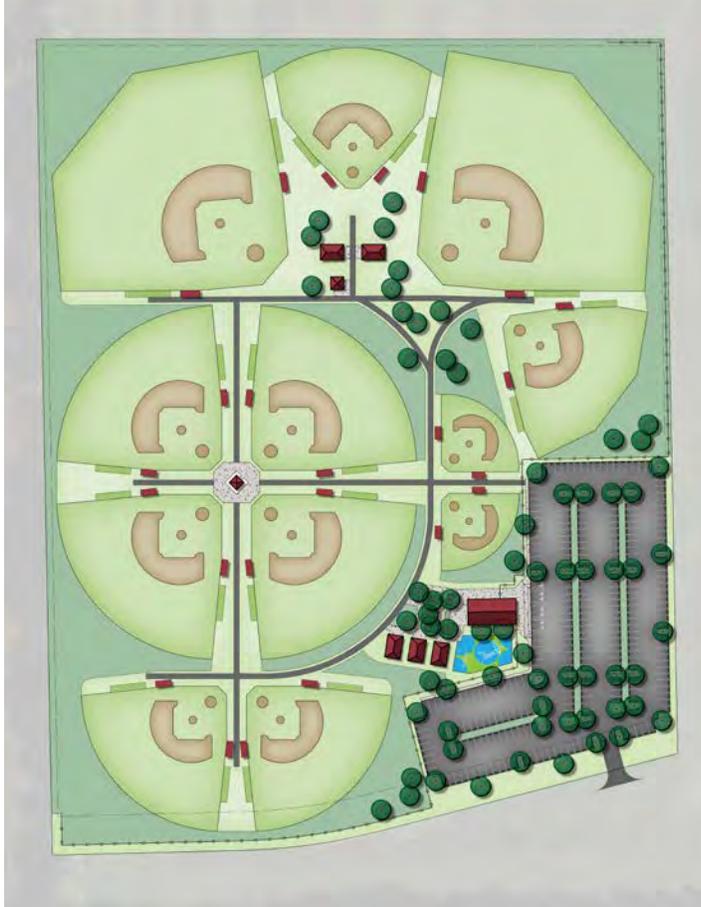
Hotel and Water Park - Rhode Island, West Warwick, Rhode Island

TEAM PROJECT EXPERIENCE

Franklin Park Baseball Complex

Landscape Architecture

Greenfield, Indiana



Client

City of Greenfield/Franklin Park
Committee

Services Provided

Master Planning
Site Civil Engineering
Landscape Architecture

Start

January 2015

Key Personnel

Melanie Barnes, PE
Project Manager
Zach Berninger, RLA
Project Landscape Architect

Reference

Alex Stanley
5362 West 78th Street
Indianapolis, IN 46268
(317) 319.2829

Karla Vincent
City of Greenfield
Keith J. McClarnon Gov't Center –
Room 214
10 S. State Street
Greenfield, IN 46140

Project Description

The Franklin Park Baseball Complex is a 27 acre site that was design to accommodate 12 baseball fields serving different age groups. In addition to the baseball fields, the site was designed to efficiently accommodate multiple teams and spectators gathering for weekend tournaments. Where possible the backstops were centrally located, thereby reducing walking distances and creating nodes for gathering and viewing options. Two concession/restroom buildings are included along with purposefully located pavilions. Shelters and canopy trees were distributed throughout the site to provide shade and gathering spaces for spectators and family. Maintenance concerns were addressed with addition of a wildflower seed mix that enhances the aesthetics of the park while reducing weekly upkeep and costly chemical treatments.

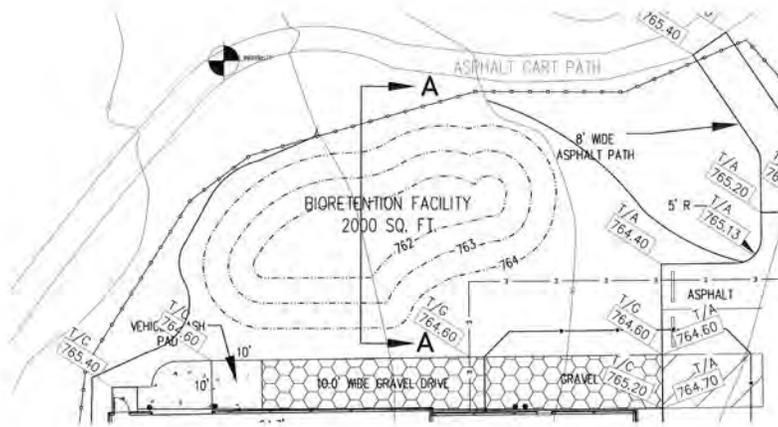




Sarah Shank Golf Course – Maintenance Building Site Design

Bioretention Facility

Indianapolis, Indiana



Project Description

Shrewsberry was a member of the Sarah Shank Golf Course Maintenance Building Site Design team along with WDI Architecture on behalf of the City of Indianapolis Parks Department. Shrewsberry designed all site and civil improvements for this new Maintenance Building facility along Troy Avenue. The City Parks Department emphasized that the storm water runoff design be “low-impact” and follows the City’s recent best management practices for storm water runoff control. Reviewing the small footprint of the overall facility, Shrewsberry design staff incorporated a bioretention facility also commonly called “rain garden” into the overall site design for managing storm water impact and incorporating the GREEN design into the overall layout of the existing golf course design.

Client

City of Indianapolis, Parks Department

Services Provided

Site Civil Engineering

Project Cost

\$200,000

Start

February 2009

Completion

August 2009

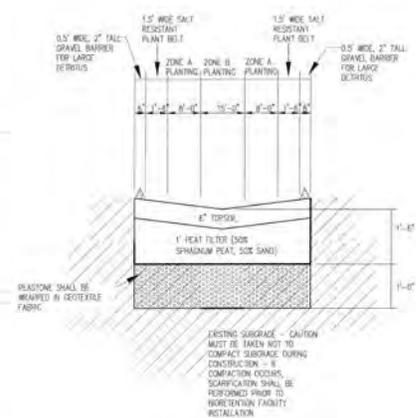
Key Personnel

Kenneth Beache, PE

Project Director

Reference

Ms. Daryl Dotson, President
 WDI Architecture
 15 West 28th Street
 Indianapolis, IN 46208
 (317) 251-6172





Tarkington Park Civil Design Indianapolis, Indiana



Client

City of Indianapolis, Department of Public Works

Services Provided

Master Planning
Site Civil Engineering
Landscape Architecture

Start

Fall 2015

Key Personnel

Nola Albrecht, RLA
Project Manager
Zach Berninger, RLA
Project Landscape Architect
Renee Goff, PE
Project Engineer

Reference

Don Colvin
Indianapolis Department of Parks and Recreation
601 East 17th Street
Indianapolis, IN 46202
(317) 327.7257

Project Description

The Tarkington Park Project consisted of creating an active corner of use in the largely passive play park. The additions include a spray plaza, playground, ball courts, public restrooms, and a café building. Shrewsberry was hired to design the utilities and the Landscape Architecture department was tasked with creating a green stormwater system. The unique stormwater system utilized different permeable materials, underground storage, and infiltration to achieve the proper water quality and quantity guidelines.



Sheraton Plaza Redevelopment

Landscape Architecture

Gary, Indiana



Project Description

Shrewsberry was first commissioned to demolish the vacant Sheraton Hotel adjacent to the Gary City Hall resulting in a site ready for redevelopment. The next opportunity presented to the Shrewsberry landscape architecture team was to assist US EPA and the City host a design charrette to gather community input and create a new public plaza and front door to City Hall that also satisfied grant requirements to incorporate green infrastructure. The City has since received a Grey to Green project grant for development of Phase 1 and plans are currently underway for bringing the design process to reality. The goal is to reduce stormwater impacts while at the same time keeping maintenance costs low, and creating a unique Gary experience including community request of parking, a public service memorial plaza, and functional gathering spaces.

Client

City of Gary
Department of Green Urbanism

Services Provided

Master Planning
Landscape Architecture
Public Process

Start

January 2015

Key Personnel

Nola Albrecht, RLA
Project Manager
Zach Berninger, RLA
Project Designer

Reference

Brenda Scott-Henry
839 Broadway, Suite N206
Gary, Indiana 46402
bhenry@ci.gary.in.us



PROS Project Experience

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

BROWNSBURG, INDIANA

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



Brownsburg Parks & Recreation
BROWNSBURG, IN RECREATION CENTER FEASIBILITY STUDY
pros consulting WILLIAMS ARCHITECTS

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

Pro Forma Revenues & Expenditures				
BROWNSBURG COMMUNITY CENTER				
BASELINE: REVENUES AND EXPENDITURES				
SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$1,224,700.00	\$101,700.00	\$1,123,000.00	1204%
Administration	\$0.00	\$738,196.70	(\$738,196.70)	0%
Building Maintenance	\$0.00	\$150,940.00	(\$150,940.00)	0%
Building Services	\$0.00	\$162,949.25	(\$162,949.25)	0%
Recreation Programs and Passes	\$32,980.00	\$134,532.00	(\$101,552.00)	25%
Fitness	\$286,337.60	\$364,105.92	(\$77,768.32)	79%
Aquatics	\$114,000.00	\$426,552.54	(\$312,552.54)	27%
Gymnasium	\$91,500.00	\$38,384.00	\$53,116.00	238%
Rentals	\$38,900.00	\$44,658.75	(\$5,758.75)	87%
Child Care	\$17,000.00	\$33,268.72	(\$16,268.72)	51%
Vendateria	\$10,000.00	\$5,700.00	\$4,300.00	175%
Total	\$1,815,417.60	\$2,200,987.88	(\$385,570.28)	82%

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

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



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

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

CARMEL, INDIANA

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

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

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

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

- A true measurement of realistic revenue capacity of the facility
- The ability to affectively link the facility design and program in a manner to optimize operational revenues to cover operational expenses
- To create a balance of the level of services provided to the value received with corresponding pricing

The center has an operating budget of over \$4.5 million and has been self-sufficient since 2010. Through the business plan, the Monon Community Center has moved from a cost recovery of 75-80% to self-sufficiency of over 100% cost recovery.

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

“PROS developed the Monon Community Center Business Plan and CCPR Communications and Marketing Plan, which provided key recommendations that helped our community center become self-

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

ESTES PARK, COLORADO

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

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

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

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



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

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

BOULDER, COLORADO

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



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

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

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

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

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



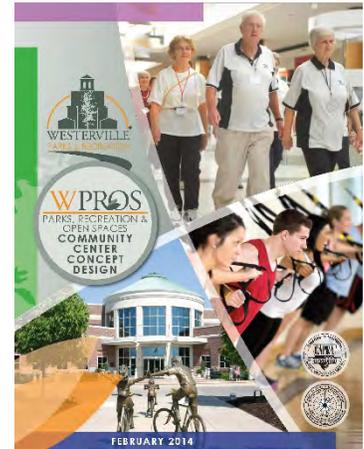
Project Reference: Ms. Allison Rhodes, District Services Manager; City of Boulder Parks & Recreation; 3198 N. Broadway; Boulder, CO 80304; 303.413.7249; rhodesa@bouldercolorado.gov

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

WESTERVILLE, OHIO

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

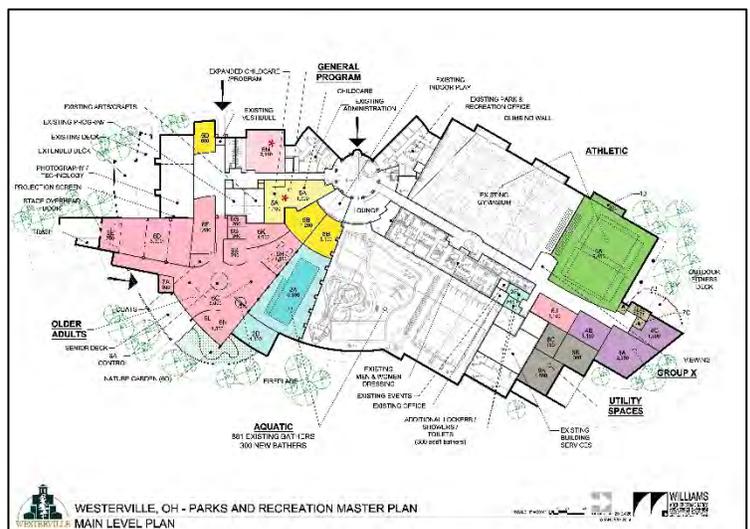
- Community Input (focus groups, public forums, stakeholder interviews, surveys)
- Market Analysis (Demographic and Recreational Trends Assessment)
- Vision and Core Program of the Expansion
- Operational Standards & Staffing Plan
- Conceptual Plans
- Financial Feasibility / Pro Forma Development
- Final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



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

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

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,399,855.46	\$1,441,851.13	\$1,485,106.66	\$1,529,659.86	\$1,575,549.66	\$1,622,816.15
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$39,010.00	\$40,180.30	\$41,385.71	\$42,627.28	\$43,906.10	\$45,223.28
Fitness	\$460,450.00	\$474,263.50	\$488,491.41	\$503,146.15	\$518,240.53	\$533,787.75
Natorium	\$651,750.00	\$671,302.50	\$691,441.58	\$712,184.82	\$733,550.37	\$755,556.88
Gymnasium	\$95,940.00	\$98,818.20	\$101,782.75	\$104,836.23	\$107,981.32	\$111,220.75
Parties	\$37,500.00	\$38,625.00	\$39,783.75	\$40,977.26	\$42,206.58	\$43,472.78
Rentals	\$101,100.00	\$104,133.00	\$107,256.99	\$110,474.70	\$113,788.94	\$117,202.61
Child Care	\$24,500.00	\$25,235.00	\$25,992.05	\$26,771.81	\$27,574.97	\$28,402.21
Vendateria	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Senior Center	\$97,000.00	\$99,910.00	\$102,907.30	\$105,994.52	\$109,174.35	\$112,449.59
Total	\$2,917,105.46	\$3,004,618.63	\$3,094,757.19	\$3,187,599.90	\$3,283,227.90	\$3,381,724.73
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80
Administration	\$929,768.37	\$953,474.21	\$978,122.73	\$1,003,751.48	\$1,030,399.49	\$1,058,107.36
Building Maintenance	\$209,245.37	\$210,756.77	\$212,322.48	\$213,944.48	\$215,624.83	\$217,365.68
Building Services	\$250,730.60	\$252,137.60	\$253,589.63	\$255,088.15	\$256,634.68	\$258,230.78
Recreation Programs	\$127,520.01	\$128,605.01	\$129,726.66	\$130,886.22	\$132,085.01	\$133,324.37
Fitness	\$478,972.74	\$481,977.74	\$485,101.29	\$488,348.08	\$491,723.00	\$495,231.10
Natorium	\$692,151.45	\$694,773.95	\$697,490.93	\$700,305.84	\$703,222.29	\$706,244.01
Gymnasium	\$33,384.00	\$33,654.00	\$33,933.90	\$34,224.07	\$34,524.89	\$34,836.76
Parties	\$32,925.40	\$33,949.40	\$35,013.16	\$36,118.24	\$37,266.24	\$38,458.85
Rentals	\$27,185.00	\$27,791.00	\$28,419.74	\$29,072.08	\$29,748.93	\$30,451.21
Child Care	\$33,268.72	\$33,298.72	\$33,329.62	\$33,361.45	\$33,394.23	\$33,427.99
Vendateria	\$5,700.00	\$5,878.00	\$6,061.62	\$6,251.04	\$6,446.45	\$6,648.03
Senior Center	\$806,563.00	\$811,753.25	\$817,137.60	\$822,723.41	\$828,518.31	\$834,530.25
Total	\$3,794,926.45	\$3,835,561.44	\$3,877,761.15	\$3,921,586.33	\$3,967,100.15	\$4,014,368.20
Net Revenue	(\$877,820.99)	(\$830,942.82)	(\$783,003.96)	(\$733,986.43)	(\$683,872.25)	(\$632,643.46)
Total Cost Recovery	76.9%	78.3%	79.8%	81.3%	82.8%	84.2%



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

OLATHE, KANSAS

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

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

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

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



Pro Forma Revenues & Expenditures						
OLATHE RECREATION CENTER						
BASELINE: REVENUES AND EXPENDITURES						
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,537,977.14	\$1,584,116.46	\$1,631,639.95	\$1,680,589.15	\$1,731,006.82	\$1,782,937.03
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building services/enance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs and fitne:	\$36,190.00	\$37,275.70	\$38,393.97	\$39,545.79	\$40,732.16	\$41,954.13
Fitness	\$614,942.00	\$633,390.26	\$652,391.97	\$671,963.73	\$692,122.64	\$712,886.32
Natorium	\$181,300.00	\$186,739.00	\$192,341.17	\$198,111.41	\$204,054.75	\$210,176.39
Gymnasium	\$40,180.00	\$41,385.40	\$42,626.96	\$43,905.77	\$45,222.94	\$46,579.63
Parties	\$37,500.00	\$38,625.00	\$39,783.75	\$40,977.26	\$42,206.58	\$43,472.78
Rentals	\$101,100.00	\$104,133.00	\$107,256.99	\$110,474.70	\$113,788.94	\$117,202.61
Child Care	\$22,320.00	\$22,989.60	\$23,679.29	\$24,389.67	\$25,121.36	\$25,875.00
Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vendateria	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Total	\$2,581,509.14	\$2,658,954.42	\$2,738,723.05	\$2,820,884.74	\$2,905,511.28	\$2,992,676.62
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00
Administration	\$723,196.70	\$740,146.50	\$757,768.74	\$776,090.16	\$795,138.54	\$814,942.80
Building services/enance	\$130,410.00	\$131,921.40	\$133,487.11	\$135,109.11	\$136,789.46	\$138,530.31
Building Services	\$160,509.13	\$161,241.13	\$161,997.91	\$162,780.32	\$163,589.26	\$164,425.64
Recreation Programs and fitne:	\$91,173.00	\$93,225.56	\$95,352.42	\$97,556.33	\$99,840.11	\$102,206.72
Fitness	\$591,834.56	\$609,598.17	\$628,070.67	\$647,280.37	\$667,256.71	\$688,030.30
Natorium	\$464,082.54	\$468,865.04	\$473,828.42	\$478,979.59	\$484,325.75	\$489,874.36
Gymnasium	\$39,006.00	\$39,476.00	\$39,963.90	\$40,470.39	\$40,996.18	\$41,542.02
Parties	\$33,425.40	\$34,469.40	\$35,553.96	\$36,680.67	\$37,851.17	\$39,067.18
Rentals	\$25,785.00	\$26,335.00	\$26,905.50	\$27,497.28	\$28,111.13	\$28,747.90
Child Care	\$33,268.72	\$33,298.72	\$33,329.62	\$33,361.45	\$33,394.23	\$33,427.99
Kitchen	\$2,750.00	\$2,837.50	\$2,928.03	\$3,021.69	\$3,118.60	\$3,218.88
Vendateria	\$5,700.00	\$5,878.00	\$6,061.62	\$6,251.04	\$6,446.45	\$6,648.03
Total	\$2,372,541.05	\$2,418,692.42	\$2,466,647.89	\$2,516,478.38	\$2,568,257.59	\$2,622,062.14
Total Cost Recovery	109%	110%	111%	112%	113%	114%

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

PRINCE GEORGE'S COUNTY, MARYLAND

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

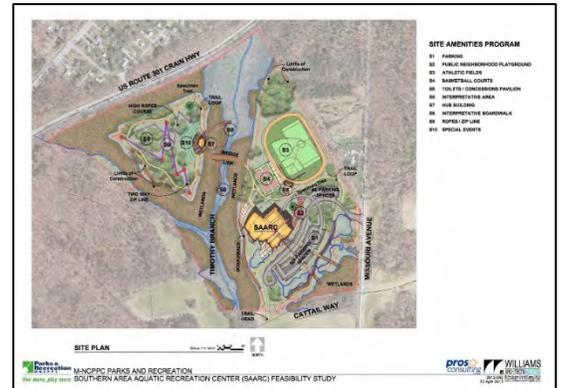
As envisioned, this new regional facility will have components that can accommodate a range of leisure and recreational activities in one setting as expressed by individuals and families from various community input processes. The program spaces planned include an indoor aquatics center, fitness area,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

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

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

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

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



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

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,512,400.00	\$1,557,772.00	\$1,604,505.16	\$1,652,640.31	\$1,702,218.52	\$1,753,286.11
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$31,462.00	\$32,105.86	\$32,769.04	\$33,452.11	\$34,155.67	\$34,889.34
Fitness	\$108,621.00	\$111,879.63	\$115,256.02	\$118,663.10	\$122,103.89	\$125,574.51
Natorium	\$562,425.00	\$579,297.75	\$596,676.68	\$614,576.98	\$633,014.29	\$652,004.72
Gymnasium	\$199,803.00	\$205,797.09	\$211,971.00	\$218,330.11	\$224,880.04	\$231,626.44
Parties	\$48,900.00	\$50,367.00	\$51,878.01	\$53,436.35	\$55,037.38	\$56,686.50
Rentals	\$107,250.00	\$110,467.50	\$113,781.53	\$117,194.97	\$120,710.82	\$124,332.14
Child Care	\$14,000.00	\$14,420.00	\$14,852.60	\$15,298.18	\$15,757.12	\$16,229.84
Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$2,574,861.00	\$2,672,106.89	\$2,771,670.03	\$2,873,620.14	\$2,988,026.74	\$3,108,969.60
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00
Administration	\$727,110.05	\$707,599.05	\$681,392.44	\$657,589.88	\$636,744.38	\$619,061.24
Building Maintenance	\$158,410.00	\$169,161.40	\$180,706.31	\$193,135.84	\$206,425.94	\$220,737.70
Building Services	\$192,833.38	\$207,228.05	\$222,740.51	\$239,459.06	\$257,479.03	\$276,903.32
Recreation Programs	\$137,482.20	\$146,255.69	\$155,655.05	\$165,727.71	\$176,524.78	\$188,101.38
Fitness	\$271,475.96	\$287,072.13	\$304,521.87	\$323,780.50	\$344,089.02	\$365,474.52
Natorium	\$859,628.34	\$922,895.11	\$991,021.49	\$1,064,388.73	\$1,143,408.20	\$1,228,528.02
Gymnasium	\$114,309.80	\$119,013.59	\$123,931.05	\$129,073.20	\$134,451.75	\$140,079.09
Parties	\$33,425.40	\$34,975.43	\$36,606.51	\$38,323.45	\$40,131.41	\$42,035.87
Rentals	\$25,785.00	\$27,197.80	\$28,700.12	\$30,280.27	\$31,959.00	\$33,730.60
Child Care	\$36,202.24	\$38,048.42	\$40,120.79	\$42,437.41	\$44,917.77	\$47,582.91
Kitchen	\$2,750.00	\$2,837.50	\$2,928.03	\$3,021.69	\$3,118.60	\$3,218.88
Total	\$2,611,612.37	\$2,776,244.17	\$2,952,524.17	\$3,141,325.74	\$3,343,589.89	\$3,560,330.53
Total Cost Recovery	99%	96%	93%	90%	87%	84%

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

GRAPEVINE, TEXAS

In 2012, PROS Consulting completed a feasibility study/business plan for the 48,000 square foot facility that opened in 1996. The City of Grapevine desired a feasibility study/business plan for the expansion/renovation of the Multi-Generational Community Activities Center that would include additional a senior programming expansion,



recreation programming space, an increase in the square footage of the weight/fitness area, and an added indoor aquatic component.

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



By providing an objective analysis of the market and optimal management plan provided, created a viable financially stable CAC to meet the needs of the local market and the economic and financial expectations of the City. The updated Community Activities Center will be a great addition to the many public assets available to Grapevine residents.

	Base Year	2nd Year	3rd Year	4th Year	5th Year
Revenues	\$2,375,224.00	\$2,439,377.78	\$2,505,588.97	\$2,573,935.15	\$2,644,497.19
Direct Expenditures	2,675,326.37	2,759,357.20	2,846,097.50	2,935,638.00	3,028,072.59
Revenues Over (Under)					
Direct Expenditures	(\$300,102.37)	(\$319,979.42)	(\$340,508.53)	(\$361,702.85)	(\$383,575.40)
Indirect Expenditures	586,793.76	607,581.68	629,120.60	651,438.14	674,562.97
Total Revenue and Total Expenditures	(\$886,896.13)	(\$927,561.10)	(\$969,629.13)	(\$1,013,140.99)	(\$1,058,138.37)
Direct Cost Recovery	89%	88%	88%	88%	87%
Total Cost Recovery	73%	72%	72%	72%	71%

After expansion, the renovated Community Activities Center will be nearly 127,000 square feet. It will meet best practice standards for indoor community center space for residents of Grapevine. The Community Activities Center will have a balance between programmed and open use space based on programming in the building consuming 65% of the time available. The Community Activities Center has the capability to generate additional operating revenue that the pro forma presents, if the City Council feels it is appropriate for the future. A facility based on the new projected square footage can easily achieve 70% to 80% of its full operating costs if desired. The 110,000 square foot facility opened in 2015 and has exceeded the feasibility study's cost recovery goals.

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

Grand Park Sports Campus Westfield, Indiana

Grand Park is an all-inclusive sports complex accommodating year-round soccer, softball, baseball, rugby, lacrosse, football, and more. This facility covers 400 acres and is the largest sports complex of its kind. With 31 multi-purpose fields, 26 outdoor diamonds, 2 indoor facilities, and 10 miles of paved trails, Grand Park can accommodate 1.5 million visits per year. The complex provides athletes with the best of playing surfaces, including multipurpose fields and 7 synthetic-turf fields that quickly drain the rain away. To break from the action, spectators can enjoy the concession stands and ample shaded areas between the fields. The development also features a variety of lakes and landscaped areas for players and visitors to relax between games. American Structurepoint was responsible for the engineering effort on this project, with emphasis on civil engineering, transportation, utilities, grading, and stormwater management. CONTEXT Design led the planning and landscape architectural design.



Hendricks Regional Health YMCA Avon, Indiana (Hendricks)

American Structurepoint designed the first new YMCA facility in the Indianapolis metro area in over ten years. This unique, 115,000-sft, \$21 million facility includes a completely integrated YMCA and medical office operated by Hendricks Regional Health. American Structurepoint provided full design services, and we successfully integrated the needs of two distinct owners and numerous stakeholders in this unique project, utilizing a design/build style partnership with the construction manager as constructor. The building is designed to be energy efficient and draws standards from a LEED Silver design checklist. Innovative in that it will be owned by both entities, the facility provides





holistic wellness care and includes a full 3-pool indoor aquatics center, gymnasium, wellness/weight room, aerobics and dance studios, 2 full-size basketball courts, baseball and soccer fields, teen center, child care area, community classrooms, business offices, locker rooms, and café. The facility is designed jointly with Hendricks Regional Health to incorporate a 50,000-sft medical office component.

Gymnasium Expansion, Perry Heights Middle School Evansville, Indiana (Vanderburgh)

American Structurepoint provided full services for the 14,500-sft gymnasium addition. After several site studies looking at possible locations for the addition, the decision was made to add onto the south end of the existing school, allowing for connection to the school on two levels. An ADA-compliant elevator was installed to facilitate handicapped accessibility. The new facility has a high school-sized competition basketball court and is designed to accommodate practice courts and a full-size volleyball court. The spectator bleachers will seat nearly 600+ students. The addition has locker rooms for competing teams, public restrooms, concession area, and storage located below the bleacher area. The building is constructed of load-bearing insulated architectural precast concrete panels that are partially faced with brick inserts. The project also included two new parking areas; one for the existing auditorium and one for the new gymnasium.



Tate Street Recreation Center Lawrenceburg, Indiana (Dearborn)

This project added an exterior water play area to an exterior municipal pool. It also provided a roofed, outdoor skate rink and support facilities, including an office, skate rentals, public toilet rooms, concessions, and mechanical and maintenance areas. American Structurepoint developed design documents, created architectural construction documents and specifications, and coordinated among civil, structural, and MEP disciplines.



Parks & Recreation Fitness Center Renovation Hammond, Indiana (Lake)

The City of Hammond has a long-range plan to renovate the fitness center located in the ground floor level of their civic center through a phased design and construction process. This project began as a master study encompassing all phases of the work, including renovation of the locker rooms, pool area, workout area, track, and racquetball courts. The master plan also includes the addition of an ADA-accessible entry element to occur in a later phase. The portion of the project that is currently under construction is the first phase of work including renovation of the restroom and locker room facilities as well as the larger activity room and major mechanical, electrical, and plumbing renovations.



Whiting Lakefront Development Whiting, Indiana (Lake)

Standard Diamonds Park Project

Located along Whiting's primary commercial corridor, Standard Diamonds Park connects Whiting Lakefront Park's recreation areas with access to Whihala Beach, its harbor, and pathways to the downtown Whiting business district. The \$4.85 million Standard Diamonds Park project features a state-of-the-art baseball stadium, which opened to the public in April 2011. It replaced Whiting High School's home ballfield that, after 70 years of use, had outlasted the life of its facilities. The purpose of building an improved stadium was to accommodate



more fans in a ballpark to be shared by the high school baseball team, as well as the nearby Calumet College of St. Joseph baseball teams. Oil City Stadium at Standard Diamonds Park hosts other various leagues and tournaments, treating all baseball fans to a traditional "take me out to the ballgame" experience. The entire project was led by American Structurepoint and Context Design included the architectural and engineering overview of the park grounds, brick stadium, and precast concrete bleacher system for the 800-seat, fully accessible grandstand. The stadium also features raised-lawn seating for another 200 fans, a press box, recessed dugouts, and concessions. A signature element of the stadium design is the 30-foot-high brick scoreboard wall.

117th Street Park Master Plan Whiting, Indiana

With the redevelopment of Whiting's Lakefront Park into a more passive recreational space, American Structurepoint helped the City of Whiting determine the best location and design of an additional recreational park for the community. Careful site selection exercises and evaluations took place to ensure appropriate vehicular and pedestrian access and to optimize recreational activities provided within the park. American Structurepoint designed the 117th Street Park to be an extension and entrance feature to the Lakefront Park, while providing tennis, softball, and little league facilities that will accommodate the school district and the community leagues.



Washington Township Station Hill Park County Road 625 Hendricks County, Indiana

American Structurepoint worked with Washington Township Trustees, Park and Recreation officials, key stakeholders, and regulatory agencies to develop a comprehensive park and recreation master plan for 70 acres of woodland property. We developed the existing woodland area for a new community center, amphitheater, indoor basketball courts, outdoor soccer fields, nature trails, vehicular and pedestrian bridges, and visitor parking. This park and the proposed program elements serve as both a new community amenity and a springboard to the creation of a comprehensive linear park and trailway network. The approximately 16,500-sft community center includes a 400-seat assembly space with catering kitchen, flexible bride's room and meeting room space, Parks and Recreation programming offices, outdoor program areas, and support spaces. The building is designed to sustainable principles with the option to attain LEED certification. This project also included the use of asphalt, concrete and gravel roads, bridges, abutments, curbs, storms drainage, signage, pavement markings, and outdoor recreational facilities, and park and recreational open space improvements.



River Run New Albany Family Waterpark New Albany, Indiana

American Structurepoint provided complete design and engineering services to help the City develop this state-of-the-art, \$8 million aquatic center. Built for the whole family, the 6.5-acre waterpark includes vehicular parking, waterslides, a lazy river for floating on inner tubes, a steamboat water feature, splash zone for young children, and poolside decks. The project also required design for supporting structures, such as a 4,950-sft bathhouse and a 1,230-sft pool mechanical building. Our staff provided a variety of services to bring this vision to life, such as civil engineering and site design, land surveying, environmental services, structural engineering, and landscape architecture. The project was built on the site of the community's vacant public pool, but now this revitalization effort has once again filled the area with sounds of children splashing and playing.