



**SINK
COMBS
DETHLEFS**
SPORTS ARCHITECTURE

hunden
**strategic
partners**



RFP 17-001

City of Huber Heights Parks and Recreation Strategic Master Plan

Submitted to:

City of Huber Heights
Attn: Jamie Frey
6131 Taylorsville Rd.
Huber Heights, Ohio 45424

February 16, 2017

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Cover Letter

February 16, 2017

City of Huber Heights
Jamie Frey
6131 Taylorsville Rd
Huber Heights, Ohio 45424

RFP 17-001 City of Huber Heights Parks and Recreation Strategic Master Plan

Dear Ms. Frey,

The Hunden Strategic Partners Team (HSP or Team), including both local landscape architects from Bayer Baker and design professionals from Sink Combs Dethlefs, is pleased to respond to the City of Huber Heights request for professional consulting services in the creation of a comprehensive Parks and Recreation Strategic Master Plan. HSP believes it provides the right fit for your needs as our professionals have performed these same tasks for numerous similar projects in other communities. We have been active in the region and understand the opportunity for economic growth from sports and recreation spending, which we will apply toward your situation specifically to provide an understanding of the benefits and challenges associated with improved parks and recreation developments.

Hunden Strategic Partners (HSP) is a leading destination development consulting firm, with its primary offices in Chicago and professionals in California, Indiana and Minnesota. The firm offers the full-range of market and financial feasibility services as well as economic impact analyses for specialty destination assets such as parks, sports complexes and fields, recreation facilities, arenas and stadiums, convention centers, exposition centers and supportive hotels and mixed-use developments. Many of our clients seek to achieve economic development through destination asset growth, including parks and recreation.

Since its opening in 1968, **Bayer Becker** has provided design consulting services to public and private clients in the Tri-State area. With offices in Mason, Oxford, and Cincinnati, Ohio, and Fort Mitchell, Kentucky, the firm is able to respond quickly to regional clients. By providing exceptional client service, quality design, and adherence to core values, Bayer Becker has positioned itself as an industry leader in innovative and cost-effective solutions for parks, recreation and mixed-use developments.

Sink Combs Dethlefs (SCD) is recognized nationally as a leader in the design of sports, parks, events, entertainment and public assembly developments. The firm of qualified professionals has contributed its expertise throughout the United States and worldwide. Since 1962, Sink Combs Dethlefs has worked closely with municipalities, universities and private organizations to create designs that meet the specific needs of the owners and users. SCD specializes in small to mid-market communities and understands yours.

Why choose the HSP Team?

- **Comprehensive, Honest Analysis.** Simply put, HSP provides thorough, comprehensive and transparent analyses. Each report is unique, independent and complete, supported by strong methodology. We tell you the truth about the potential for your project, especially the numbers.
- **Experience in master planning.** HSP has completed master plans for Parks and Recreation Departments, as well as other municipality departments including, most recently, for Gulf Shores/Orange Beach, Alabama; Medfield, Massachusetts; and Palatine, Illinois. Detailed descriptions of the projects are provided herein.
- **Experience in the market analysis, feasibility and financing of parks and recreation developments.** HSP and SCD have experience teaming on multiple parks, sports and recreation projects throughout the United

Firm Profiles



Hunden Strategic Partners is a full service real estate development advisory practice specializing in destination assets. With professionals in Chicago (headquarter office), Minneapolis and Indianapolis, HSP provides a variety of services for all stages of destination development in the following primary areas:

- Master Planning Services
- Real Estate Market & Financial Feasibility & Development Consulting
 - Park, Sports & Recreational Facilities
 - Mixed-Use Developments (Retail, Restaurant, Office, Residential, Hotel, Parking)
 - Specialty Real Estate, including Business Incubators
 - Convention & Conference Centers
 - Hotels, especially Convention/ Conference and Boutique Hotels
 - Entertainment/Retail Districts
 - Fairgrounds & Expo Centers
 - Arts, Cultural & Entertainment Facilities
- Organizational Development
- Public Incentive Analysis
- Economic, Fiscal, & Employment Impact Analysis (Cost/Benefit)
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection; Private Management Company Solicitation & Selection

Since 2006, Hunden Strategic Partners (HSP) professionals have provided all of the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, HSP professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations and non-profit management. Over 80 percent of HSP's clients are public purpose entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development and tourism activities.

Professional Experience

Parks, Rec & Sports

Albuquerque, NM – Arena

Athens, Greece – Olympic Arena

Austin, TX – Arena

Chandler, AZ – Wild Horse Pass
Motorsports Park

Castle Rock, CO – Rec. Sports Complex

Chicago, IL – Chicago Park District Ice
Facility



Chicago, IL – Gay Softball World Series

DeSoto County, MS – Ice Arena

Dover, DE – Civic Center (Arena &
Stadium)

Elkhart, IN – Youth Sports Complex

Elmhurst, IL – Multipurpose Indoor Sports
Complex

Fishers, IN – Youth Sports Complex

Fishers, IN – Minor League Hockey Arena

Flat Top, WV – Winterplace Ski Resort
Expansion



Fort Wayne, IN – Downtown Arena

Fort Worth, TX – Texas Motor Speedway



Grand Island, NE – Eihusen Arena

Henderson, KY – Rec. Sports Complex

Holland Charter Township, MI – Sports &
Rec Center

Kane County, IL – Cross Country Track

Indianapolis, IN – Bankers Life Fieldhouse

Indianapolis, IN – Indiana Pacers Impact

Indianapolis, IN – RCA Dome



Indianapolis, IN – Youth Sports Complex

Irvine, CA – Great Park Sports Complex

Jefferson Parish, LA – Sports Complex

Joliet, IL – Huskies Hockey Arena

Professional Experience

Arts, Culture & Entertainment

Austin, TX – Walter E. Long Metropolitan Park

Burnsville, MN – Performing Arts Center

Cadiz, KY – Watersports Park & Camp Ground



Castle Rock, CO – Amphitheater

Cave City, KY – Mammoth Campground

Chandler, AZ – Wild Horse Pass Real Estate Development

Chicago, IL – Beverly Arts Center

Chicago, IL – DuSable Museum

Chicago, IL – Fashion Incubator

Chicago, IL – Ogilvie Station Restaurant



Chicago, IL – Theater Support Facility

Chicago, IL – Union Station Restaurant

Clearwater, FL – Community Cultural Center

Cleveland, OH – Crest Center

Cleveland, OH – Jacobs Pavilion at Nautica

Davenport, IA – Riverfront Development

Denver, OR – Observation Deck

Erie, PA – Warner Theatre

Fuquay-Varina – Cultural Arts & Conference Facility

Indianapolis, IN – Murat Centre for the Performing Arts



Jefferson, KY – Rabbit Hole Distillery

Lawrenceburg, KY – Wild Turkey Visitors Center

Loretto, KY – Maker's Mark Distillery Visitors Center



Team Qualifications

Sink Combs Dethlefs

ARCHITECT

SERVICES

ARCHITECTURAL DESIGN
ADA COMPLIANCE
FEASIBILITY STUDIES
WAY FINDING DESIGN
PLANNING AND URBAN DESIGN
RENOVATION DESIGN
3D GRAPHICS AND RENDERING
CAMPAIGN ASSISTANCE FUNDRAISING
INTERIOR DESIGN
MASTER PLANNING
PROGRAMMING AND SPACE PLANNING
LEED/SUSTAINABLE DESIGN

For over 50 years, Sink Combs Dethlefs has been recognized nationally as a leader in recreation, athletic complex, and multipurpose event center planning and facility design. The 47 person firm, established in 1962, maintains offices in Chicago, Illinois, Denver, Colorado, Ann Arbor, Michigan, and Los Angeles, California. Over the years, Sink Combs Dethlefs has worked closely with hundreds of municipalities, colleges and universities to create designs that meet the specific needs of the owners and users.

As a sports architecture firm, Sink Combs Dethlefs is unique. SCD's sports work encompasses a wide variety of project types (recreation centers, athletics centers, competition venues, training and practice facilities, and ice facilities) for a variety of clients (colleges and universities, professional sports teams, municipalities, special districts, and private developers).

The advantage to our diversity is that we can transfer operational models and innovative design ideas between project and client types. With this diversity of knowledge as a resource, we focus very specifically on the objectives and characteristics of each client and each project. From seating configurations and training rooms to locker room layouts and racquetball courts, the knowledge and expertise of Sink Combs Dethlefs is unparalleled. Working collaboratively with our clients, we have designed sports facilities that are innovative, operationally sound, and cost-effective.

The firm understands that regardless of the size of the project that our clientele's resources are precious and limited. Every dollar spent must be utilized to provide the maximum benefit to the project and the facility users within the community. The firm has spent the past 50 years developing an in-depth understanding of the requirements needed for a variety of facilities.

Each project accepted by Sink Combs Dethlefs is under the personal direction of one of the principal partners throughout the entire project. The principal-in-charge of each project assigns a team appropriate to the project's complexity. The architectural team is augmented and assisted by consulting specialists according to the specific demands and needs of each individual project.

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DENVER | ANN ARBOR | LOS ANGELES

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SINGLE POINT OF CONTACT

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Bayer Becker Inc.

Since opening in 1968, Bayer Becker has provided design consulting services to public and private clients in the Tri-State area. Our offices are located in Mason, Oxford, & Cincinnati, Ohio and Fort Mitchell, Kentucky; allowing us to respond quickly to our regional clients. Our core values of *Integrity, Quality, Service, and Continuous Improvement* are integrated into everything we do. Providing exceptional client service, quality design, and adhering to our core values has positioned Bayer Becker as an industry leader that provides innovative and cost-effective solutions for over four decades.

Bayer Becker offers an integrated design team that features civil & transportation engineering, landscape architecture & planning, and surveying services. Our design teams, which are appropriately sized for each project, are led by professionals with the expertise to solve each design challenge. We utilize cutting edge technology and draw upon our regional resources to design projects of varying scales and complexity.

Bayer Becker has over 60 fulltime employees including licensed landscape architects, land planners, civil engineers, traffic engineers, AutoCAD designers, surveying crews, and construction phase specialists. Our professionals are currently licensed in multiple states including our primary market of Ohio, Kentucky, and Indiana.

Expert Capabilities



Civil Engineering



Land Surveying



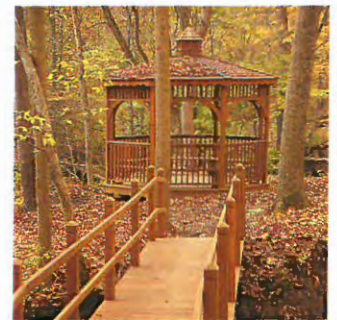
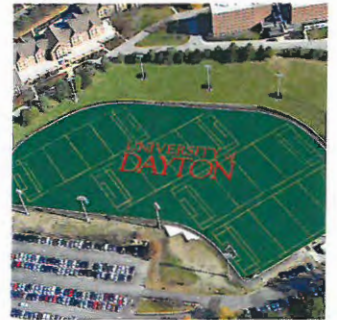
Transportation Engineering



Landscape Architecture
& Planning

Market Focus

- | | | |
|--------------------------|---------------------------|-----------------------------|
| + Parks & Recreation | + Industrial | + Roadway Infrastructure |
| + Government / Municipal | + Office | + Stormwater Infrastructure |
| + Mixed Use | + Residential Development | + Traffic Infrastructure |
| + Higher Education | + Retail Development | + Wastewater Infrastructure |
| + Healthcare | + Retirement Living | |

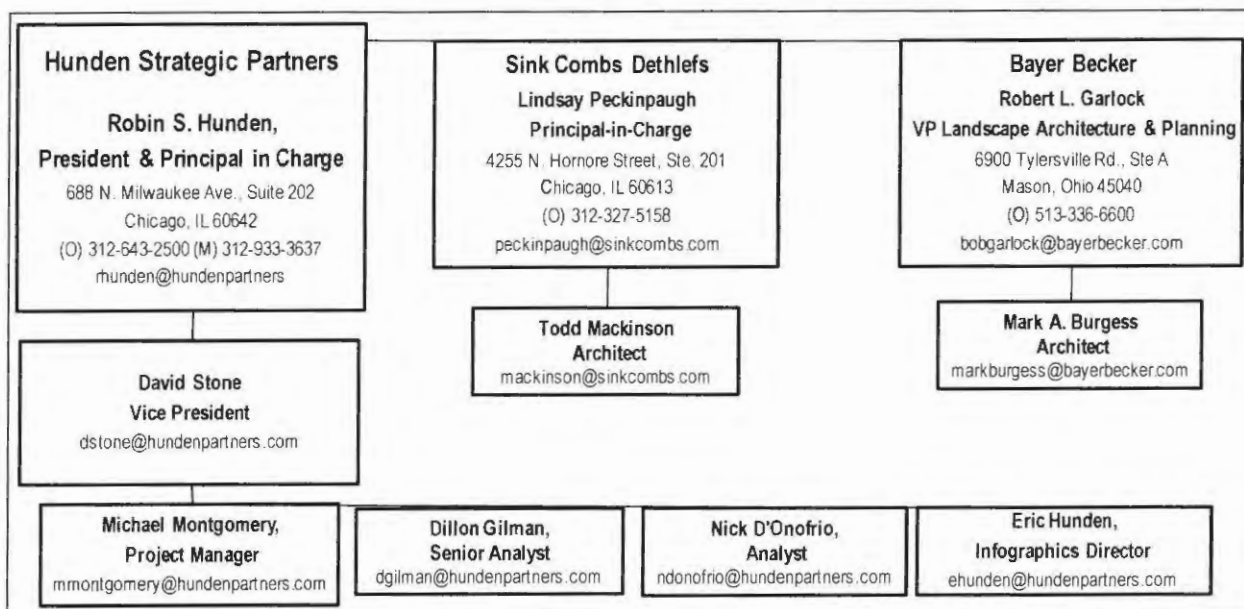


Professional Biographies

PROFESSIONAL BIOGRAPHIES

As firm President, Rob Hunden will be the primary contact and signatory of any contracts. He will also lead all tasks of the scope and direct HSP's professional staff throughout the assignment. You will have a full team of six consultants from HSP working on your project at a given time, plus assistance from architects at Bayer Becker and Sink Combs Dethlefs.

The table below provides the full HSP Team organizational structure, which specifies project leadership, reporting responsibilities and team interface with the Client for the RFP 17-001 City of Huber Heights Parks and Recreation Strategic Master Plan.



HSP has additional analysts on staff, including Anjali Peterson, Suzanne Dorn, Tim Guedel, and Laura Sportiello, who can each be tapped for analytics and assistance during this process. Those listed in the organization chart above will be the primary team, however, responsible for the majority of the analysis.

Robin Scott Hunden, President & CEO

Mr. Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including sports complexes, restaurants, retail, hotels, meeting/conference/convention facilities and entertainment districts. Over the past 20+ years, Mr. Hunden has provided economic development, finance and planning expertise and conducted more than 350 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than \$3 billion in completed, transformative projects, including arenas, convention centers, major convention hotels, compelling boutique hotels, entertainment districts in several cities, theme parks and major tourist attractions.

What separates Mr. Hunden from most is his marriage of critical analytics with planning, programming and design...all toward smart, compelling development. Beyond simply completing studies for projects, Hunden uses deep analysis of "what works" to massage projects into a form and function that will thrive and move the project and

Prior to starting HSP in 2006, Hunden served as Vice President of Johnson Consulting in Chicago. There, he led specialized work on hotels, conference centers, urban entertainment-retail districts sports and convention centers. His work there included such projects as Fort Worth's Omni Hotel, Erie's Bayfront Convention Center and Sheraton, and multiple arenas. Previously, he conducted real estate finance transactions at Landauer Associates and Grubb & Ellis through their capital markets division.

Mr. Hunden's public-private project and economic development career began at the Indianapolis Bond Bank and the Indianapolis Mayor's Office from 1996 through 1998, where he managed more than a dozen projects, including the 1999 Indiana Convention Center expansion, the RCA Dome expansion, development of the 615-room Marriott and Conseco/Bankers Life Fieldhouse. He also worked on the repurposing and conversion of Glendale Mall, Union Station, and the development of the Emmis Headquarters. From 1994 to 1996, he worked in financial consulting in the Washington, DC area for clients including six presidential candidates.

Rob has written articles on downtown development and taught college-level Destination Development courses. He also sits on the advisory board for the Real Estate Club for Indiana's Kelley School of Business, DePaul University's School of Hospitality and for IAVM's Allied Member committee. Mr. Hunden is a member of the International Society of Hospitality Consultants (ISHC), ULI, IEDC, IDA and ICMA. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 12 years. He has also spoken at the Greek Conference on Tourism and the Bond Buyer's "Tourism as Economic Development" conference, among many others. Mr. Hunden received a B.S. in Finance from Indiana University in Bloomington, Indiana.

David Stone, Vice President

Mr. Stone manages and directs the internal execution of HSP projects and represents the firm on a number of fronts. He recently joined Hunden Strategic Partners from a background in the analysis of real estate projects. In his role, Mr. Stone conducts economic, market and financial feasibility research for a variety of projects as well as comparable development analyses of entertainment and sports projects for public agencies, private developers, financial institutions, and colleges and universities. He also has experience with a variety of other project types, including convention centers, hotels, and others. He is also a commissioner of Chicago's Old Town Special Service Area and the author of "Chicago's Classical Architecture: The Legacy of the White City" and "Chicago's 1893 World's Fair."

Prior to joining Hunden Partners, Mr. Stone served as Principal at AECOM Economics. While there, he completed market and feasibility studies for various sports and recreation projects including the Wintrust Arena in Chicago, IL; Robert Morris University Arena in Moon Township, PA; the West Virginia University Colliseum in Morgantown, WV; and a New Frontier League Ballpark in Parkersburg, WV. He has worked for a number of Park Districts and Parks & Recreation Departments including the Normal Parks & Recreation Department; MetroParks of Butler County, OH; Miami-Dade Parks, Recreation and Open Space Department; and many others.

During his time at AECOM Economics, Mr. Stone also served as an Adjunct Professor of Sport Finance at Loyola University Chicago from 2007-2009. He also worked as a Senior Consultant with The Leib Group and the Director of Sports Consulting with C.H. Johnson Consulting. Prior to consulting, Mr. Stone worked as a freelance writer for multiple publications and as a Staff Accountant with Checkers, Simon and Rosner CPAs (currently RSM McGladrey).

Mr. Stone holds a Masters of Business Administration in Finance, Economics and Strategic Decision Making from Loyola University Chicago. He also holds a Bachelor of Science degree in accounting from Indiana University.

Nicholas D'Onofrio, Analyst

Mr. D'Onofrio has completed analysis for a number of projects, including studies for sports, fitness, recreation and wellness facilities, as well as arenas, convention, event and entertainment centers. His research includes profiling comparable and competitive facilities to assess competitiveness and potential performance, as well as research and writing related to feasibility and impact analyses.

Most recently, Mr. D'Onofrio contributed to a multi-facility analysis for a new arena in Grand Junction, Colorado that also considered the renovation and expansion of the Two Rivers Convention Center and Avalon Theatre. He has conducted in-depth analysis of college football stadiums for the University of South Alabama's proposed football stadium, including the details of suites, club and loge seats, premium lounges and other revenue generating components.

He has worked on projects including the expansion of the Kay Bailey Hutchison Convention Center in Dallas as well as the potential relocation of the Texas Rangers to downtown Dallas. Nicholas's work includes interviews, data search, site analysis and local supply and demand analysis. He has worked on projects such as a community recreation center in Holland Charter Township, Michigan, an indoor sports facility in South Bend, Indiana and a multipurpose event facility in Placer Valley, California. He has also worked on a variety of tourism developments for the Kentucky Tourism Development Act, including entertainment, hotel, distillery and event venues.

Mr. D'Onofrio graduated from Indiana University, with a degree in Sports Administration. While there, he re-established Sigma Phi Epsilon Fraternity, where he was the founding member and the member development chair. He previously has spent time in both print and radio advertising as a sales manager and executive. He has lived in Michigan, New Jersey and Indiana.

Jordan Danzansky, Analyst

Mr. Danzansky has contributed to numerous projects at HSP, including studies related to sports, mixed-use developments and tourism attractions. Most recently, he completed research and analysis for a high-profile sports client in San Diego, California. The analysis, regarding a new stadium and convention center for the San Diego Chargers, required numerous interviews and profiles of comparable and competitive facilities to assess competitiveness and potential performance.

He has also worked on a variety of tourism developments for the Kentucky Tourism Development Act. Mr. Danzansky's most recent analysis examined the potential for an expansion to one of Kentucky's bourbon distilleries. He is set to complete more research for future KTDA applicants, including a campground site. In addition to the tourism analyses, he has worked on projects such as the feasibility of a minor league baseball stadium in Lubbock, Texas and the feasibility of a new youth sports complex in Williamson County, Tennessee.

Mr. Danzansky graduated from Indiana University, with a degree in Public Financial Management. Prior to HSP, Mr. Danzansky held a position at Streetsense in Bethesda, MD where he had the opportunity to be part of the rebranding of downtown Washington DC. He has also held positions at AO Asset Management in New York, NY as well as with Atlantic|Pacific Management in Miami, FL, where he gained experience analyzing the multi-family residential market.

Eric J. Hunden, Analyst & Infographics Director

Mr. Eric Hunden provides 25 years of experience in demographic research, case studies and complex mapping as

ROB HUNDEN CONTRIBUTIONS

Articles

Contributor to *Urban Land Magazine*

- "Making Sports-Oriented Mixed Use Work" by Patricia Kirk, April 2015

Contributor to *The IEDC Economic Development Journal*

- "Public Subsidies for Headquarter Hotel Development: Are they Necessary?"

Guest Editorial for the *Indianapolis Business Journal*

- "Can Gary be Great Again?"

Hotel & Motel Management Magazine

- "Conducting an Annual Relationship Audit will Allow Revenue to Bloom"

Indianapolis Business Journal, Crain's Chicago Business, Meeting News

- Quoted multiple times from 2006 – Present regarding development issues.

Teaching Experience

Adjunct Instructor at Kendall College, Evanston, Illinois from 2001 to 2004, 2010

- "Destination Development & Management"
- "Topics in International Tourism"
- "Feasibility Studies"

Instructor for International Economic Development Council's CEcD Coursework:

Columbus, Ohio -- 2004

Scottsdale, Arizona – 2013

San Antonio, Texas – 2007

Madison, Wisconsin – 2013

New Orleans, Louisiana – 2009

Anchorage, AK – 2014

Lansing, Michigan – 2009

Chapel Hill, NC – 2015

Baltimore, Maryland – 2011

Phoenix, AZ – 2016

Atlanta, Georgia – 2010, 2012, 2013, 2014

Philadelphia, PA – 2015

- "Market & Site Analysis"
- "Financial Feasibility"
- "Managing Developer Selection"
- "Local Tools for Economic Development"

Professional Speaking Engagements

Panelist for TEAMS Conference & Expo, 2016 Atlantic City, NJ

- Sports Facility-Anchored Mixed-Use Districts

Greater Madison Convention & Visitors Bureau Premier Investor Breakfast, 2016 Speaker

Speaker for Association of Luxury Suite Directors "Sports Venue Design & Build Forum" 2016 Pittsburgh

- Trends in Socializing via Premium Experiences in New/Renovated Facilities. What's Driving Change?

Speaker for P3 Conference & Expo, 2016 Dallas, TX

- Entertainment Districts: The Glue Creating the Live/Work/Play Environment

Lindsey Peckinpaugh | AIA, LEED AP

SINK COMBS DETHLEFS, ASSOCIATE PRINCIPAL
PRINCIPAL-IN-CHARGE/PROJECT MANAGER

As an Associate Principal with Sink Combs Dethlefs', **Lindsey** has specialized in Sports and Recreation Architecture for the past 14 years. She serves as the Director of Sink Combs' Chicago office with a focus on collegiate and community recreation, and athletics projects throughout the Midwest. Lindsey's practice is founded on client-service and her ability to build consensus among diverse project stakeholders.



EDUCATION

Bachelor of Environmental Design, 1999*

Ball State University

Bachelor of Architecture, 1999*

Ball State University

***Graduated with Honors**

RELEVANT EXPERIENCE

Licensed architect in Illinois, Indiana, Colorado; LEED & NCARB accredited professional

Board Member on the National Intramural-Recreational Sports Association Assembly (NIRSA)

Guest speaker at the NIRSA National, NIRSA Triventure, IAPD/IPRA Conventions

Guest judge for the Athletic Business Facility of Merit Awards

RELEVANT PROJECTS

- UW Health Sports Factory at Rockford | Rockford, Illinois
- Park District of Oak Park Community Recreation Center Feasibility Study | Oak Park, Illinois
- Pleasant Dale Park District Walker Recreation Center Expansion Feasibility Study | Burr Ridge, Illinois
- West Chicago ARC Recreation Center | West Chicago, Illinois
- St. Charles Recreation Center Feasibility Study | St. Charles, Illinois
- Village of Lakewood Sports Complex Plan | Village of Lakewood, Illinois
- Lehigh Valley Health Network Wellness Center at PPL Center | Allentown, Pennsylvania
- Rockford Park District Wedgbury Stadium Improvements | Loves Park, Illinois
- US Air Force Academy Fieldhouse and Classroom Addition | Colorado Springs, Colorado
- California State University, Bakersfield Fitness/Wellness Center Feasibility Study | Bakersfield, California
- California State University, Fresno West Complex Student Recreation Center | Fresno, California
- University of Michigan Crisler Arena Renovation and Player Development Center | Ann Arbor, Michigan
- Roselle Park District Turner Park Recreation Building | Roselle, Illinois
- McKendree Metro Rec Plex Twin Pool & Ice | O'Fallon, Illinois
- Saint Louis University Chaifetz Arena Locker Room Renovations | St. Louis, Missouri
- University of Illinois Urbana-Champaign Memorial Stadium Study | Urbana-Champaign, Illinois
- University of Illinois Urbana-Champaign Fighting Illini Baseball Study | Urbana-Champaign, Illinois
- California State University, Fresno Athletic & Stadium Master Plan | Fresno, California
- California State University, Fresno Save Mart Center | Fresno, California
- SLU Hermann Stadium Renovation Study | Saint Louis, Missouri
- Saint Louis University Chaifetz Arena and Basketball Practice Facility | St. Louis, Missouri
- Notre Dame Athletics Master Plan | Notre Dame, Indiana
- Marquette University Intercollegiate Athletics Facilities Master Plan | Milwaukee, Wisconsin
- California State University, Fresno Lyles Center for Innovation & Entrepreneurship | Fresno, California

Principal In Charge

Huber Heights Parks & Recreation Master Plan

Robert L. Garlock, LEED AP VP Landscape Architecture & Planning

Bob has been employed with Bayer Becker since November 1979, and managed our Cincinnati office since its opening in February 1993. Mr. Garlock became a principal with the firm in 1997 and is now Vice President of the Landscape Architecture and Planning Department managing our Over-the-Rhine location.

Bob has been involved with and prepared plans for a wide variety of projects ranging from small community site plans to large commercial shopping centers, and from a single condominium building to 450 acre mixed use residential development. Mr. Garlock has been a project manager on a number of significant projects such as Wetherington in West Chester, Ohio and Yankee Trace in Centerville, Ohio. His public works projects include roadway widening, bridges, sewer and water line extensions and upgrades. Bob has completed land planning and design at all different scales. Bob has done the land planning for such projects as the Miami Bluffs development in Maineville, Ohio, site of the 2003 Lifestyle Home-a-rama, a mixed-use residential development. His work has also extended to commercial projects including the Voice of America Center in West Chester, Ohio, a 500,000 square foot retail development.

Bob has been involved with many zoning and development regulations including Chairman of Hamilton County Zoning Rewrite Task Force, Liberty Township Zoning Code, Chairman of the Clermont County Subdivision Regulations Rewrite Task Force, Warren County Thoroughfare Plan Committee, I-71 Widening Coalition of Warren County and Butler County Zoning Rewrite Task Force-Chairman.

selected project experience

- + **Voice of America Park**
West Chester, Ohio
- + **Common Ground Park**
Mason, Ohio
- + **West Community Park**
Miami Township, Ohio
- + **Armco Natural Playscape Park**
Lebanon, Ohio



education / training

Bachelor of Urban Planning
University of Cincinnati, 1979

experience

37 Years

certifications

LEED Accredited Professional
Since 2009

community involvement

Ohio Valley Development Council
Past President

Hamilton Township Zoning Commissioner
President

Leadership Warren County
Charter Member

Area Progress Council of Warren County
Current Director & Past President

Project Excellence Board Member

Urban Land Institute Cincinnati District
Council Management Committee

bobgarlock@bayerbecker.com

Experience

RELEVANT SAMPLE WORK

Recent Sports Facilities Master Plan & Feasibility Study (2017)

Gulf Shores, Alabama

Hunden Strategic Partners is working with the Gulf Shores and Orange Beach Sports Commission and Clancy's Sports Properties to conduct a sports market and financial feasibility study for new or enhanced sports and related facilities. The study will also include an examination of the existing local facilities to determine the need for either the addition of a sports facility in the Gulf Shores and Orange Beach community or the renovation and improvement of existing facilities. HSP will determine the needs and market for a sports facility to meet the current and future demands of the local community, sports organizations, and sports tourism.



If the study reveals that the market will in fact support a new complex, HSP will explore what kind of sports should be targeted, as well as the optimum number of sports facilities that should be constructed. As an alternative, HSP will explore what kinds of enhancements and improvements could be made to existing facilities and conclude the relative impact of each scenario.

Given nearby existing and underway projects, HSP will also consider how the community can piggyback or partner with nearby complexes in order to generate impact with a lower level of investment, if funding or land (or both) are scarce.

Medfield, Massachusetts

Hunden Strategic Partners has been recently engaged by the Medfield Parks and Recreation Commission to perform a financial and programmatic feasibility study for a new recreation facility in Medfield, Massachusetts.

The Medfield Parks and Recreation Commission program offerings from 2015 included more than 500 programs, camps and special events. HSP understands that a new recreation facility for the Town of Medfield has been a topic of discussion for more than 30 years. The MPRC program is rapidly growing, and the Commission believes that the Town of Medfield would benefit greatly from a new community recreation facility.



HSP has begun to engage the community through a number of interviews, public sessions and surveys in order to identify and evaluate the local and regional market, analyze recreation center industry trends, and profile competitive and comparable facilities. This analysis will identify the current and potential demand, and help determine gaps in the market. These gaps should present opportunities for a new facility, as well as identify potential private-public partnerships.

Once HSP has analyzed the market for a proposed recreation center, the team will make recommendations to the Town of Medfield Parks and Recreation Commission, including programming, site(s) analysis, cost estimates and financial projections.

Palatine, Illinois

Hunden Strategic Partners and Sink Combs Dethlefs was engaged by the City of Palatine Park District to conduct an indoor facility space needs assessment for all city facilities.

During the course of the study, the team engaged facility stakeholders, the Board of Commissioners, and the Palatine community at large to determine the highest priority needs for indoor facility improvements over the next five to ten years. The team toured all existing facilities and provided analysis of the existing condition and utilization of the structures. The Team also conducted financial assessment and market analysis of the existing recreation facilities to determine opportunities for enhanced programs and revenue.



Great Park Sports Complex Master Plan and Impact Study

Irvine, California
2012-2014; 2016



HSP has been engaged a number of times by a private developer to study the development of a multi-use 200-acre sports complex on the site of a former Marine Corps Air Station in Orange County, California. Great Park is the centerpiece of a larger residential mixed-use development. The athletic complex is proposed as:

- 25 Multi-use Fields (soccer, lacrosse, field hockey) including 2,500-seat Championship Field
- 25 Tennis Courts including Championship Court
- 7 Baseball Fields including Championship Field
- 5 Softball Fields including Championship Field
- 10 Sand Volleyball Courts
- 10 Multi-use Courts (paddle tennis, badminton, volleyball, basketball)

HSP conducted a review of competitive and comparable sports facilities in the area as well as across the country to understand the competitive environment that Great Park would be entering. Once completed, HSP was able to perform demand and financial projections for the proposed complex. An economic impact analysis was then performed to understand how the park would affect the surrounding community. HSP also completed a detailed business, management and calendar plan for the project.

Most recently, HSP update findings of the previous study in order to induce retail, restaurant and hotel developers to accompany the Great Park Sports Complex.

Grand Park Sportsplex Planning and Feasibility Analysis and TIF Analysis

Westfield, IN
2011



HSP was engaged by the City of Westfield to analyze two related projects. The first was a feasibility and economic impact study of the proposed Grand Park sportsplex. The goal of the project included creating a spots campus for youth and recreational sports leagues and tournaments, as well as a facility that would create growth and business development opportunities at the complex and surrounding area.

The second study is a TIF funding analysis of the several square miles surrounding the sportsplex.

Westfield is located 20 miles north of Indianapolis in Hamilton County and is in the direct path of growth in the region. HSP analysis assisted the City as they planned for future development in the area and determine the best financing options for the facility.

Grand Park is a full-service tournament facility, with sports fields to accommodate local and traveling league play. The 300-acre complex consists of a full range of championship-level playing fields, including:

- 26 baseball and softball diamonds,
- 31 multipurpose fields for soccer, lacrosse, rugby and field hockey
- The Grand Park Events Center featuring three full-sized indoor soccer fields, a restaurant and administrative offices and,
- The Jonathan Byrd's Fieldhouse indoor basketball/volleyball facility.

The City has projected that the project currently brings 750,000 visitors, and accounts for 60,000 hotel room nights to the area each year.

The analyses included detailed competitive supply, demand analysis, business plan review, tournament market analysis, room night projection, analysis of funding options that included TIF projections, trends analysis for the youth sports industry, a competitive assessment of comparable facilities and demand and financial projections for the complex.



Park District of Oak Park Community Center Feasibility Study

Oak Park, Illinois

PROJECT HIGHLIGHTS

- Locker Rooms
- Fitness Center
- Group Exercise Rooms
- Activity Lounge
- Classrooms

PROJECT FACTS

Completion: July 2016
Building Size: 107,000 s.f.
Construction Cost: TBD

KEY FEATURES

The program plan provides a direction for the expected programming and utilization that the PDOP will directly facilitate at the 107,000 sq. ft. Community Recreation Center.

The program plan is based on the following space program assumptions for the said facility.

- Indoor Walking Track
- Fitness Center
- Indoor and Aquatic Facilities
- Four Group Exercise Studios
- Three Gymnasiums
- Three Meeting Rooms
- Four Classrooms
- Activity Lounge
- Two Arts n Crafts Studios
- Child Sitting Center
- Indoor Walking Track
- Café

PROJECT REFERENCE

Jan Arnold, Executive Director
Park District of Oak Park
708.725.2020
jan.arnold@pdop.org



West Chicago Park District ARC Center

Chicago, Illinois

PROJECT HIGHLIGHTS

- Locker Rooms
- 3 gyms; 1 MAC gym
- 3 program rooms for dance, fitness, etc.
- Fitness area
- Indoor tree house play area
- Walking/running track
- Meeting rooms
- Party room
- Kitchen

PROJECT REFERENCE

Gary Major, Executive Director
West Chicago Park District
157 W Washington Street
West Chicago, IL 60185
630.231.9474 Ext. 107
gmajor@we-goparks.org

PROJECT FACTS

Start/End of Project:September 2014
Building Size: 70,000 s.f.
Project Cost:\$15.5 Million

KEY FEATURES

Sink Combs Dethlefs was engaged by the West Chicago Park District to provide programming and design services for their new community recreation center. Located in Reed Keppler Park, the facility provides the community with new fitness and family-oriented amenities previously not available. SCD assisted the Park District with initial planning studies and ultimately recommended Reed Keppler Park as the project site for its ability to connect the Recreation Center with existing athletic fields, an outdoor aquatics park, a skate park and other recreational opportunities.

The West Chicago Park District opened the new 70,000 square-foot ARC (Athletics, Recreation, Community) Center in the Fall of 2014, and has exceeded its pre-sale and initial membership expectations. Patrons praise the facility for its exceptional design, its location within the community and the number of amenities and options it affords, including:

- A multi-purpose, three court hardwood gymnasium
- A multi-activity gymnasium
- A walking/jogging track
- Event and party room rental spaces
- Food service support spaces
- A 7,800 square-foot fitness center
- Dance, aerobic and spinning studios
- An indoor playground and kids zone



University of Dayton Arena Renovation Study

Dayton, Ohio

"The early reaction to the survey has been very strong. Our response rate to date has been very high. Obviously, we need enough data to reach some statistically valuable conclusions. The attempt is to value the depth and breadth of the marketplace and the support for these improvements. The renderings are intended to be conversation starters to get reaction and determine what may or may not be appropriate."

— Neil Sullivan, VP/Director of Athletics, University of Dayton

PROJECT REFERENCE

Neil Sullivan, Vice President/Director of Athletics
University of Dayton
937.229.2165
AD@udayton.edu

PROJECT FACTS

Seating Capacity:13,396
Building Area:.....187,520 s.f.

KEY FEATURES

In 2015 the University hired the team of Hastings+Chivetta, and Sink Combs Dethlefs to conduct a feasibility study for renovations and improvements to the UD Arena. Hastings+Chivetta had strong ties to the University from their previous work on campus, while Sink Combs Dethlefs provided the requisite arena expertise needed to conduct the study. Together, the team studied three planning strategies for improvements to the facility which included:

Option 1: Code and Operational Concept

The Code and Operational Concept addressed building deficiencies that do not meet current accessibility standards and building codes. It also addressed known deferred maintenance items and operational deficiencies within the existing building.

Option 2: Fan Amenities and Revenue Concept

In addition to the improvements explored in the Code and Operational Concept, the Fan and Amenity Concept proposed building improvements to enhance revenue, enhance the fan experience and amenities, and improve operations and maintenance. In this concept, the seating capacity remained close to the existing count despite the addition of ADA seats and lower bowl premium seats.

Option 3: Capacity and Expansion Concept

In addition to the improvements described in the previous concepts, the Capacity and Expansion Concept proposed building improvements to enhance fan experience, amenities, revenue and operations. In this option the seating capacity expands to approximately 15,000 seats total.



Roselle Park District Turner Park Recreation Building

Roselle, Illinois

PROJECT HIGHLIGHTS

- Kitchen
- Flex Rooms
- Restrooms
- Recreation Space
- Park Accessible Restrooms
- Lobby/Lounge Space

PROJECT FACTS

Project Delivery Method:..... CMAA
Target/Actual Final Completion:..... Jan. 2015/Dec. 2017
Project Budget:..... \$3.6 Million
Project Cost:..... \$3.6 Million
Building Size:..... 9,000 s.f.

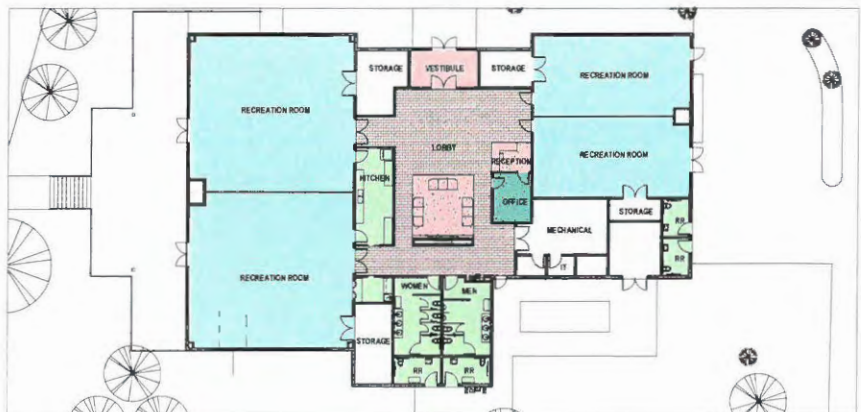
KEY FEATURES

The Project is to include demolition of the existing Park District building located within Turner Park.

A new 9,000 sf Community Recreation Center will replace the existing structure. This facility is designed to provide multi-purpose recreation space including a residential grade kitchen, flex rooms, access control desk, staff offices and restrooms to support the new facility, as well as, restrooms to serve the outdoor athletic fields and splash pad located within the park.

PROJECT REFERENCE

Rob Ward, Director
Roselle Park District
630.894.1050
rward@rparks.org



Recent Related Experience

Huber Heights Parks & Recreation Master Plan

West Community Park

Miami Township, Ohio

Bayer Becker's full array of design capabilities will be utilized for Miami Township's newest park including landscape architecture, civil engineering and surveying. The park is located along the Great Miami River in Cleves, Ohio and will feature multiple athletic fields, tennis courts, a dog park, a playground, park shelters, a concession stand, restrooms and a shared use trail that runs around the perimeter of the park.

Bayer Becker worked alongside the Trustees throughout the conceptual phase. Prior to design, Bayer Becker conducted a meeting with the Township trustees to establish a project schedule, identify any potential challenges and verify the project deliverables. Immediately after the meeting Bayer Becker and the trustees walked the site to document the existing conditions. This cooperation also included a design workshop, led by Bayer Becker that helped direct the park's design. Elements discussed included vehicular and pedestrian circulation, services for the park including concession and restrooms, and the types of recreation facilities the Trustees desired. Based on these discussions concepts for the park were generated.

In addition to design Bayer Becker provided a review of the master plan's design elements and identified elements that could be funded from non-Township funding sources and suggested any changes in the design that may improve chances for alternative funding. Bayer Becker also researched various for profit and non-profit local, state, federal programs and funding sources for appropriate elements of the development plan.

solutions provided

- | | |
|---|---|
| + Bidding Assistance | + Market Graphics |
| + Change Order Review & Recommendation | + Master Planning |
| + Construction Document | + Park and Recreation Planning and Design |
| + Conformance Verification | + Planting Plans |
| + Field Records & Reporting | + Preliminary Budgeting - Final |
| + Meeting Document | + Cost Estimating |
| + Preparation | + Site Furnishing Selection |
| + Meeting Facilitation | + Site Planning |
| + Owner Representation | + Design Standards and Guidelines |
| + Boundary Surveys | |
| + Easement Exhibits & Descriptions | |
| + FEMA Elevation Certificates | |
| + Legal Descriptions | |
| + Topographic Surveys | |
| + Erosion Control Planning, Permitting & Inspection | |
| + Grading & Earthwork Analysis | |
| + Site Development | |
| + Storm Water Collection System | |
| + Contract Documents and Specifications | |
| + Due Diligence Research | |
| + Irrigation Plans | |
| + Lighting Plans | |



Client Contact Info:

Client: Miami Township Board of Trustees

Name: Paul Beck

Contact: 513-941-2466

Recent Related Experience

Huber Heights Parks & Recreation Master Plan

Armco Park Natural Playscape Lebanon, Ohio

This project was a new and exciting change for the Bayer Becker design team. Very few parks use natural material in their playgrounds, but Warren County Parks District wanted something unique to help Armco Park stand out and to help their visitors connect with the environment. They challenged Bayer Becker to design a park space using all-natural material for playground equipment, to create an environment for free play and learning while using raw material. This presented the opportunity to really let the designer's creativity run wild, building the space out of recycled natural material, wood, rock, trees, dirt, and plants. Bayer Becker brought innovative design solutions for the natural playscape and provided enough details for client to construct and save money by sourcing and building it themselves.

Extending the natural sourced theme, Bayer Becker's landscape architects produced hand drawn sketches of items to build out of natural material. The Park District used park personnel and volunteers to build the spaces and bring the designs to life. Because the Park District was able to use their own personnel to build in combination with naturally sourced materials, more detailed plans were not required to be provided at a larger cost.

To ensure the park would meet the needs of the community and the Parks Department, Bayer Becker worked closely with our client to design the overall park space and reviewed sketches to discuss details of the items to be built. To ensure quality and design compliance, Bayer Becker has been on site during some parts of construction to answer any questions as the playscape takes shape.

solutions provided

- + Grading & Earthwork Analysis
- + Topographic Surveys
- + Master Planning
- + Parks & Recreation Planning & Designing
- + Plan Implementation Strategies
- + Site Evaluation, Selection & Feasibility
- + Site Planning
- + Erosion Control Monitoring
- + Regular Site Visitation
- + Design Standards & Guidelines



Client Contact Info:

Client: Warren County Parks
Name: Larry Easterly
Contact: 513-695-1109

Recent Related Experience

Huber Heights Parks & Recreation Master Plan

Common Ground Park Mason, Ohio

The Common Grounds Park located in Mason, Ohio, will be a unique space for all members of the community to enjoy. The main goal of this project, as requested by the Mason Parks and Recreation Foundation is for the park to be accessible to anyone and encourages children and adults of all capabilities to interact with each other. The environment of the playground is meant to be both interactive and educational, which makes the space unlike any other in the region. The park is also designed with ADA individuals in mind so that any person can participate in all aspects of play structures.

Throughout the design process, Bayer Becker worked closely with the Foundation Board and key stakeholders to provide creative and engaging design solutions for the park space. The Foundation Board also played a key role in collaborating on programming park space and providing information regarding planning, marketing and fundraiser events benefitting the Park Foundation.

The plan for the City, provided by Bayer Becker, was mainly focused on usability of the park and ability to travel around the space and utilize park structures. This included creating an environment that allowed for interaction of all users, whether sitting and watching or physically using the space. To further allow for easy access, Bayer Becker worked closely with furnishing manufacturers to design special structures for the park. Bayer Becker produced creative design solutions for the playground and surrounding uses and provided an overall master plan that suited the unique requests of the Mason Parks and Recreation Foundation. This project is currently in the funding stage.



solutions provided

- | | |
|--|---|
| + Bridge & Culvert Design | + Biofiltration Swales |
| + Erosion Control Planning, Permitting, Inspection | + Rain Gardens |
| + Grading & Earthwork Analysis | + Erosion Control Monitoring |
| + Site Development | + Meeting Facilitation |
| + Street Reconstruction | + Contract Documents & Specifications |
| + Waste Water Infrastructure | + Design Standards & Guidelines |
| + Boundary Surveys Topographic Surveys | + Preliminary Budgeting/Final Cost Estimating |
| + Comprehensive Community Planning | + Programming |
| + Market Graphics | + Public Participation Facilitation |
| + Master Planning | |
| + Parks & Recreation Planning & Design | |
| + Plan Implementation Strategies | |
| + Planting Plans | |
| + Project Feasibility & Land Use Analysis | |
| + Site Furnishing Selection | |
| + Site Planning | |
| + Synthetic Field Design | |
| + Wayfinding | |

Client Contact Info:

Client: Mason Parks Recreation Foundation
Name: Rachel Kopfler
Contact: 513-260-6970

References

REFERENCES

Project: **Collier County Sports Market Assessment & Planning Services**
 Contact: Jack Wert
 Position: Executive Director, Naples Marco Island Everglades
 Address: 2660 N. Horseshoe Dr. #105
 Naples, FL 34104
 Phone: (O) 239-252-2402
 Email: jackwert@colliergov.net



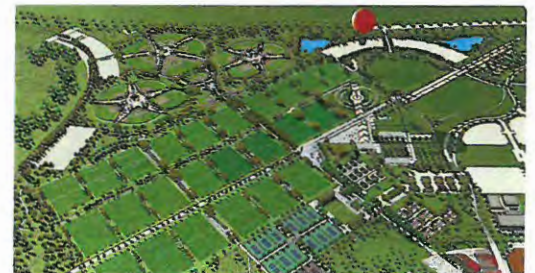
Project: **Sports Financial Feasibility Study & Planning Services**
 Contact: Don Miers
 Position: Sports and Event Facilities Director
 1 Courthouse Square, Ste 1100
 Kissimmee, FL 34741
 Phone: (O) 312.697.3202
 Email: dmie3@osceola.org



Project: **Multipurpose Sports Complex Planning Services**
 Contact: Brian Miller
 Position: Executive Director
 Address: 200 East Main Street, Suite 414
 Lexington, KY 40507
 Phone: (O) 859-258-3040
 Email: bmiller@bluegrasssports.org



Project: **Great Park Sports Complex Feasibility & Impact Study**
 Contact: Richard Leigh
 Position: Vice President, Finance
 Address: 25 Enterprise
 Aliso Viejo, CA 92565
 Phone: (O) 949-349-1092
 Email: richard.leigh@fivepointcommunitites.com



Project: **Grand Park Sportsplex Feasibility & TIF Analysis**
 Contact: William Knox
 Position: Director, Hamilton County Sport Authority
 27 E. Main Stree
 Carmel, IN 46032
 Phone: (O) 317-660-4041
 Email: wknox@hamiltncountysports.com



Firm References

Sink Combs Dethlefs

SPORTS ARCHITECTURE

WEST CHICAGO ARC

GARY MAJOR, EXECUTIVE DIRECTOR

West Chicago Park District
157 W Washington Street
West Chicago, IL 60185
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gmajor@we-goparks.org

INDOOR FACILITY SPACE NEEDS ASSESSMENT

STEVE NAGLE, SUPERINTENDENT OF FACILITIES

Palatine Park District
250 E. Wood St.
Palatine, IL 60067
847.496.6289
snagle@palatineparks.org

UWHEALTH SPORTS FACTORY

MATT VITNER, DIRECTOR OF ENGINEERING

City of Rockford
425 E. State Street
Rockford, IL 61104
315.967.6732
matthew.vitner@rockfordil.gov

OAK PARK PARK DISTRICT FEASIBILITY STUDY

JAN ARNOLD, CPRP EXECUTIVE DIRECTOR

Park District of Oak Park
Oak Park, Illinois
708.725.2020
jan.arnold@pdop.org

UNIVERSITY OF DAYTON ARENA RENOVATION STUDY

NEIL SULLIVAN, VICE PRESIDENT/DIRECTOR OF ATHLETICS

University of Dayton
937.229.2165
AD@udayton.edu

References

Huber Heights Parks & Recreation Master Plan

West Community Park

Miami Township, Ohio

Client: Miami Township Board of Trustees

Name: Paul Beck

Contact: 513-941-2466

Voice of America MetroPark

Miami Township, Ohio

Client: ABG Design Build

Name: Tony Nasser

Contact: 513-533-3008

Armco Natural Playscapes Park

Lebanon, Ohio

Client: Warren County Parks

Name: Larry Easterly

Contact: 513-695-1109

General Ormsby Mitchell Park

Fort Mitchell, Kentucky

Client: City of Fort Mitchell

Name: Kyle Bennett

Contact: 859-331-1212

Common Ground Park

Mason, Ohio

Client: Mason Parks Recreation Foundation

Name: Rachel Kopfler

Contact: 513-260-6970

Scope of Work

UNDERSTANDING

The City of Huber Heights, Ohio (City or Client) desires to retain a qualified consultant for the purpose of development of a comprehensive Parks and Recreation Strategic Master Plan (Master Plan). The Hunden Strategic Partners Team (HSP or Team), including architects from both Bayer Becker and Sink Combs Dethlefs, specializes in this type of analysis and will determine the area's assets and gaps in parks and recreation market segments. The Master Plan is intended to serve as a guide for:

- Policy decisions,
- Prioritizing and balancing demands and opportunities, and
- Evaluating future land acquisitions, park improvement, and other expenditures of public funds.

Utilizing a thorough analysis, the Hunden Strategic Partners Team will determine the current, unmet and future opportunities of the community, as well as local, regional and national market conditions impacting parks and recreation services and developments, to provide the Client with a strong and supported plan for future steps. The adoption of a Parks and Recreation Master Plan will serve as a guideline which can be relied upon for the next several years, will determine common goals and policies, identifies strengths and weaknesses of current offerings, and will solidify the eligibility of the City for state and federal grant opportunities.

During **Phase I**, HSP will develop and manage a public participation plan which will identify key stakeholders, organize public focus groups and sessions, and create, document and assess surveys and interviews. HSP will also review existing parks and recreation conditions and assess how the market, existing facilities, and competitive offerings will impact the opportunity for Huber Heights to leverage its existing strengths. This analysis will provide an understanding of the amount of supply and demand for parks and recreation assets in the vicinity and the ability of the City to capture new or unaccommodated demand. HSP will engage key stakeholders and the community in order to analyze needs and preferences.

Essentially, for each asset type, HSP will assess what exists and what is missing. The Master Plan will also include a general trends analysis for each market to help the City understand if certain markets are trending up, down or are overbuilt, etc. The Master Plan will then include a comparison of what exists and what is missing in other cities and a "model" city, where the destination would be running "on all cylinders."

New, expanded or redeveloped parks and recreation facilities that reflect trends in the market, if developed, could have a modest to large economic impact on Huber Heights and provide the community with a better place to visit, live and work. The key is building the right projects in the right places, with the most successful components. Proximity, critical mass and other factors will be fully considered. The study will provide the Client with an assessment of the area's strengths, weaknesses, opportunities and threats, specifically as they relate to key demand generators in the City. Within the Parks and Recreation Master Plan, the HSP Team will develop a comprehensive vision for specific sites and facilities in context with its location, natural resources, and visions of the community. This vision will be a framework for a park's use and development over the next several years.

By the end of the study, the HSP Team will provide the City with a detailed analysis of parks and recreation mission and programming, to include recommendations on policies, operations, funding, infrastructure, partnerships, and a strategic action plan.

Phase I: Key Stakeholder Assessment

Mission, Culture and Community Alignment

Task 1: Kickoff, Project Orientation, Interviews, and Task Force

Much work and study will be accomplished during the kickoff due diligence meetings, including key meetings with the City of Huber Heights and the Parks and Recreation Board, and others associated with the Project, as well as in-depth tours. HSP will work with Client representatives to prepare a robust, efficient and intense kickoff trip that typically runs two to three days.

As part of the project orientation, HSP professionals will meet with the Client to confirm goals of the Parks and Recreation Master Plan and other contextual issues related to the project. In addition, HSP will review available data related to the project and identify those contacts and resources necessary to ensure complete review and assessment of critical issues. HSP will:

- Obtain information and data from City departments and their respective support staffs, as well any other organizations that the Client deems appropriate.
- Tour local recreation, sports and park facilities, interview stakeholders from a variety of local private and public organizations, and perform fieldwork as appropriate. Tour other current local/regional youth and adult facilities/fields including high schools and university facilities. Meet and interview management from those facilities/fields. The goal is to understand the current capacity and utilization as well as any plans or need for expansion/redevelopment.
- Interview stakeholders from a variety of local private and public organizations and perform fieldwork as appropriate.
- Understand historical recreation, parks and sports demand tracked by the City and/or a local parks or recreation department.
- Review the various projects on which the HSP professionals have worked and discuss their attributes, implementation and approach. HSP will explore the applicability of prior projects to the proposed assignment and will strive to gain insight into the Client's goals for development of the facility.
- Gather and analyze background information related to the project, previously completed site plans or designs related to parks and recreation assets.
- Gather and review available economic, demographic and financial data.
- Organize and hold focus groups and mission workshops.
- Create a Public Participation Plan and key stakeholder group to include: City officials; Parks and Recreation Board; YMCA; Athletic leagues and associations; Business/potential sponsor interests; and Casual park and facility users.

The HSP Team and the City's Parks and Recreation Board will hold progress meetings as often as necessary, but no less than once per month until the final plan is approved.

activity from potential partnerships. Working with the Client, HSP will determine the optimal program that matches community needs and provides opportunity for long-term uses and sustainability. This strategic action plan will result in a concrete identity statement, mission statement and vision statement for future planning and decision making.

Task 3: Huber Heights Park and Recreation Organizational Structure

In this task, HSP will profile the current Huber Heights parks and recreation organizational structure, in terms of funding, allocation of resources, staffing, parks and recreation packages, service and programming, as well as maintenance in relation to present and future goals, objectives and directives. This task will also include a user fee analysis for facilities, programs, and services. The desired outcome is to identify future department organization and staffing needs, improve operational efficiencies, policy development, process improvements, system and technology improvements, and marketing and communication opportunities.

Based on interviews with management and parks and recreation leadership, as well as data collected, HSP will profile the strengths and weakness of the parks and recreation organizational structure and services. This will be enhanced by a competitive positioning profile of the parks and recreation programming versus competitors and peer cities in the market. HSP will choose those cities that Huber Heights competes with regularly and those it would aspire to compete with.

Task 4: Economic and Demographic Analysis

HSP will evaluate the community's position as an economic center of activity, growth prospects, and other factors that suggest economic and demographic strength or weakness. HSP will also summarize key demand generator trends and comment on the overall growth prospects for the market. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility and transportation links,
- Trends in population growth and income,
- Corporate presence, major employers and any significant recent or likely future changes,
- Analysis of business and commercial development that may complement an athletic/recreation facility,
- Higher education and implications for the market and project,
- Cores of economic activity,
- Major retail and other destinations,
- Arts, culture and entertainment assets and activity,
- History and expected future trends for parks and recreation, and
- General real estate trends, with special emphasis on sports, parks and recreation and major demand generators.

As part of this task, HSP will profile neighborhood demographics using ESRI Tapestry Segmentation analyses. This analysis tool classifies U.S. residential neighborhoods into 67 distinct segments based on demographic and socioeconomic characteristics and will help the Team assess the parks and recreation sites. HSP will also profile nearby developments, major roadways, development trends and other factors at play that will materially impact future development opportunity in Huber Heights.

This section will be conducted through interviews and sessions with relevant sports clubs and organizations with a focus on identifying current supply.

The HSP Team will work with the Parks and Recreation Board to identify preferred level of service standards for all park sites, trails, open space amenities and indoor and outdoor facilities. By the conclusion of this task, the HSP Team will summarize the opportunities and challenges within Huber Heights parks and recreation.

Task 6: Site Analysis, Data Maps and Environmental Conditions

In this task, the HSP team will conduct extensive site inventories, as well as provide the City with a graphic and written site assessment of existing parks, recreation facilities, trails and open spaces within Huber Heights. Site inventories will identify a list of all proposed developments, summary sheets of trails and improvements, environmental conditions, uses, and amenities within and surrounding each site. HSP will consider how to create a stronger connection through development of corridors to connect parks physically.

Mapping. The HSP team will develop a suitability map to identify areas of high, medium and low suitability for potential uses identified throughout the analysis. The map will be a compilation of all prior data collection, site investigation and inventories.

HSP will also develop a service area equity map which will identify the service area for specific facilities and programs including for:

- Neighborhood parks,
- Community parks,
- Sports fields, courts and facilities (by type),
- Trails,
- Playgrounds,
- Picnic pavilions,
- Aquatic and pool facilities,
- Recreation and community centers, and
- Golf courses.

Maps of the entire Huber Heights and regional system will be prepared. Mapping will identify gaps and overlaps in service area.

Task 7: Phase I Recommendations and Deliverables

HSP will make recommendations regarding the City of Huber Heights Parks and Recreation community identity, programming, management, operations, manpower, functions and budget. Having reviewed the current financial policies and legislative authorities related to revenue activities, HSP will include a comparison of current policies with national standards of best practice agencies and will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.

Deliverables for Phase I will include:

- Public participation plan,

other information that will provide implications for new, expanded or redeveloped sites. For those facilities within an hour drive of proposed site, secondary competitive facilities will also be profiled, as these will provide potential competition, depending on the situation. HSP will consider and profile:

- Location,
- Community size and economic/demographic characteristics,
- Age segment distribution,
- Lifecycle analysis,
- Customer feedback,
- Marketing and promotions,
- Programming,
- Access,
- Visibility,
- Size (site and fields/courts),
- Physical Development,
- Year Built,
- Cost and ongoing funding/budgets,
- Management,
- Financial Performance,
- Critical Factors to Success or Failure,
- Impacts, if available, and
- Others, as appropriate.

Task 10: City Parks and Recreation Best Practices

During this task, HSP will conduct a comparative analysis of communities of similar size and density regionally and using nationally accepted standards. HSP has worked on and studied many parks and recreation developments in the U.S. over the past ten years. Profiling these and other similar sized market projects will enable the Client to consider what is offered elsewhere, lessons learned, pro's and con's, and implications. In each analysis task, HSP will compare what is offered in Huber Heights with these peer areas. HSP will consider:

- Location,
- Climate,
- Population and Demographic Trends,
- Parks and recreation Profile,
- Accessibility, and
- Others, as Relevant.

and demographics, as well as new inclusive play and adaptive recreation strategies. Focus groups will be comprised of residents, youth, school groups, athletic groups, key partners and others as appropriate.

Sink Combs Dethlefs and Bayer Becker will complete conceptual drawings and cost estimates for any recommendations. Construction cost of recommendations will be based on similar case studies and will include costs of green space, lighting, amenities, and parking, as examples. The HSP Team will focus on how to grow the quality of the park and recreation system through creation of high-design standards.

Deliverables will also include:

- Statement of goals and objectives,
- Focus group presentations and summary,
- Draft recommendations,
- Open house and forum meeting materials,
- Plan graphics representing recommendations and design standards, and
- Presentations on emerging trends and relevancy to Huber Heights.

HSP will present its recommendations via a PowerPoint presentation in coordination with the Client. This will also include electronic versions of the document in PDF form.

Phase III: Parks Facilities Space Needs and Use Plan

Recommendations and Action Plan

Task 12: Improvement Costs and Timeline

Costs. Based on the recommendations, the HSP Team will develop capital budget projections, including all major components of development, such as:

- Site prep,
- Hard construction costs,
- Soft costs,
- Financing, and
- Others.

The project is intended to serve as a guide for policy decisions, prioritizing and balancing demands and opportunities, and providing a framework for evaluating future land acquisitions, park improvements, and other expenditures for public funds for parks and recreational activities.

Timeline. Based on data gathered, the HSP Team will prepare a prioritized capital improvement plan for 2017-2021. The outcomes of the Parks and Recreation Strategic Master Plan will be a long- range plan for park improvements that will enable multi-year planning for capital investments to occur. The plan will also guide development of shared programming and educational opportunities and identify new and expanded locations for providing services in partnership with the educational community, the arts community, and the recreational sports community. All outcomes

HSP will include the following in the Parks and Recreation Master Plan:

- Parks and Recreation Department Organizational Structure: HSP will identify appropriate organizational structures, personnel/staff and operating budget to increase parks and recreation. HSP will identify new programs, partnerships or changes to the existing parks and recreation services to adequately support residents and visitors.
- Funding: HSP will show the range of costs for recommended projects. HSP will identify potential funding sources and partnerships, including national and local public, private and non-profit sources/partnerships.
- Public Awareness: The Master Plan will identify the Huber Heights-based parks and recreation assets, as well as help inform the public of the positive impact current and future parks and recreation developments have on the community.
- Key Asset Investments: HSP will identify the key assets that should be considered high priority for development to improve the attractiveness for residents and visitors.

The Parks and Recreation Master Plan will serve as a road map by indicating regional parks and recreation assets. The final plan will incorporate structural elements in order for the City of Huber Heights to be eligible for important state or other applicable grant funds. The Master Plan will be presented to the Client in written and digital form.

Proposed Schedule

PROPOSED SCHEDULE

The Hunden Strategic Partners Team commits to the schedule outlined in the table below of sixteen (16) weeks to complete the final recommendations and Master Plan, beginning at the Kickoff and signing of a contract. The following table shows the proposed timeline broken down by task.

Proposed Project Schedule																	
	Week																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Task 1: Kickoff, Project Orientation, Interviews, and Public Forums	X	X															
Task 2: Public Participation Plan, Focus Groups and Mission Workshops	X	X	X						X	X	X			X	X		
Task 3: Huber Heights Park and Recreation Organizational Structure	X	X	X	X	X												
Task 4: Economic and Demographic Analysis		X	X	X	X												
Task 5: Local Parks and Recreation Inventory		X	X	X	X												
Task 6: Site Analysis, Data Maps and Accessibility			X	X	X												
Task 7: Phase I Recommendations and Deliverables	X					X	X	X									
Task 8: Parks and Recreation Market Analysis; Trends						X	X	X	X								
Task 9: Regional Parks and Recreation Market Analysis; Competitive Profiles							X	X	X	X	X						
Task 10: City Parks and Recreation Best Practices									X	X	X						
Task 11: Phase II Recommendations and Deliverables												X					
Task 12: Improvement Costs and Timeline												X	X	X	X		
Task 13: Partnerships													X	X	X		
Task 14: Funding and Applicable Grants														X	X		
Task 15: Final Recommendations and Master Plan																X	

*PowerPoint presentationS

Professional Fees

PRICING

The Hunden Strategic Partners Team proposes to complete all the tasks outlined our scope of work for the City of Huber Heights Parks and Recreation Strategic Master Plan, not to exceed, \$99,000. The total fee includes all costs for travel, clerical, report preparation, and other support services.

The table below shows the Hunden Strategic Partners Team pricing proposal broken down by tasks and hourly fees.

Estimated Costs by Task Proposed*	Professional Estimated Hours									Total
	Rob Hunden	David Stone	Mike Montgomery	Dillon Gilman	Nick D'Onofrio	Eric Hunden	Bayer Becker	Sink Combs Dethlefs	Total	
Task 1: Kickoff, Project Orientation, Interviews, and Public Forums	18	18	18	12	5	5	12	12	100	\$18,200
Task 2: Public Participation Plan, Focus Groups and Mission Workshops	12	12	15	15	10	6	0	0	70	\$11,990
Task 3: Huber Heights Park and Recreation Organizational Structure	3	6	8	9	0	0	0	0	26	\$4,455
Task 4: Economic and Demographic Analysis	4	5	9	9	0	9	0	0	36	\$5,885
Task 5: Local Parks and Recreation Inventory	3	4	3	0	0	5	10	7	32	\$5,775
Task 6: Site Analysis, Data Maps and Accessibility	6	7	3	0	0	0	7	7	30	\$5,885
Task 7: Phase I Recommendations and Deliverables	4	4	4	4	0	0	4	4	24	\$4,400
Task 8: Parks and Recreation Market Analysis; Trends	4	8	13	15	15	8	0	0	63	\$9,930
Task 9: Regional Parks and Recreation Market Analysis, Competitive Profiles	3	4	3	0	0	5	7	7	29	\$5,235
Task 10: City Parks and Recreation Best Practices	6	7	3	0	0	0	3	3	22	\$4,445
Task 11: Phase II Recommendations and Deliverables	11	13	4	0	0	0	12	8	48	\$9,580
Task 12: Improvement Costs and Timeline	3	3	4	0	0	0	7	7	24	\$4,470
Task 13: Partnerships	6	7	3	0	0	0	0	0	16	\$3,365
Task 14: Funding and Applicable Grants	8	9	4	0	0	0	0	0	21	\$4,415
Task 15: Final Recommendations and Master Plan	11	10	16	14	10	10	5	5	81	\$13,695
Sub Total	102	117	110	78	40	48	67	60	622	\$111,725
Direct & Travel Expenses										\$3,600
Total	102	117	110	78	40	48	67	60	622	\$115,325
Lump Sum Proposed										\$99,000
Hourly Rate and Average Rate with Discounted Lump Sum Fee	\$235	\$215	\$150	\$140	\$140	\$140	\$180	\$180		\$159

Attachments

implementation and creative design services. **Timeline should be included in bid documents.**

- **Configuration and Pricing:** Bidder must itemize all charges for individually identifiable components of the proposal including all associated components, installation, programming and training if applicable.

RFP Checklist:

Please review and check off these 10 most important items to consider when responding to an RFP for the City of Huber Heights:

x	Read the <u>entire</u> document. Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; contract requirements (i.e., contract performance, insurance requirements, performance and/or reporting requirements, etc.).
x	Note the procedures for communication with the City during the RFP process. All communication during the RFP process must be in writing. Offerors should not contact City personnel or officials outside of the opportunity provided in the document.
x	Attend the pre-proposal conference if one is offered. These conferences provide an opportunity to ask clarifying questions, obtain a better understanding of the project, or to notify the City of any ambiguities, inconsistencies, or errors in the RFP.
x	Take advantage of the "question and answer" period. Submit your questions by the due date listed and view the answers given in the formal "addenda" issued for the RFP. All addenda issued for an RFP are posted on the City's website and will include all questions asked and answered concerning the RFP.
x	Follow the format required in the RFP when preparing your response. Provide point-by-point responses to all sections in a clear and concise manner.
x	Provide complete answers/descriptions. Read and answer all questions and requirements. Don't assume the City or the evaluating staff will know what your company capabilities are or what items/services you can provide, even if you have previously contracted with the City of Huber Heights. The proposals are evaluated based solely on the information and materials provided in your response.
x	Use the forms provided, if any. e.g., bidder's submittal page, reference forms, attachment forms, etc.
x	Before submitting your response, check the City's website at: www.hhoh.org/businesses/bid to see whether any addenda were issued for the RFP.
x	Review and read the RFP document again to make sure that you have addressed all requirements. Your original response and the requested copies must be identical



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/6/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Shepherd Insurance, LLC. 111 Congressional Boulevard Suite 100 Carmel IN 46032		CONTACT NAME: Alan Schulte PHONE (A/C, No, Ext): (317)846-5554 FAX (A/C, No): (317)846-5444 E-MAIL ADDRESS: aschulte@shepherdins.com															
INSURED Hunden Strategic Partners, Inc. 3614 N. California Ave. Chicago IL 60618		<table border="1"><thead><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr></thead><tbody><tr><td>INSURER A National Fire Insurance of Hartford</td><td>20478</td></tr><tr><td>INSURER B Valley Forge Insurance Company</td><td>20508</td></tr><tr><td>INSURER C CNA Insurance Company</td><td>20443</td></tr><tr><td>INSURER D The Continental Insurance Co</td><td>35289</td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></tbody></table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A National Fire Insurance of Hartford	20478	INSURER B Valley Forge Insurance Company	20508	INSURER C CNA Insurance Company	20443	INSURER D The Continental Insurance Co	35289	INSURER E :		INSURER F :	
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INSURER E :																	
INSURER F :																	

COVERAGES**CERTIFICATE NUMBER:** CL1652044915**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC	<input checked="" type="checkbox"/> <input type="checkbox"/> Y	6012131894	4/30/2016	4/30/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Professional Liability \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:					
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY					
	<input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS					
	<input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS		6020828538	4/30/2016	4/30/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Uninsured motorist property \$ 15,000
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR					
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					
	<input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		6016671725	4/30/2016	4/30/2017	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000
D	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N				
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	6020998933	3/13/2016	3/13/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability		6012131894	4/30/2016	4/30/2017	Limit: 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Hunden Strategic Partners, Inc.
3614 N. California Ave.
Chicago, IL 60618

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Alan Schulte/ACHAMB

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