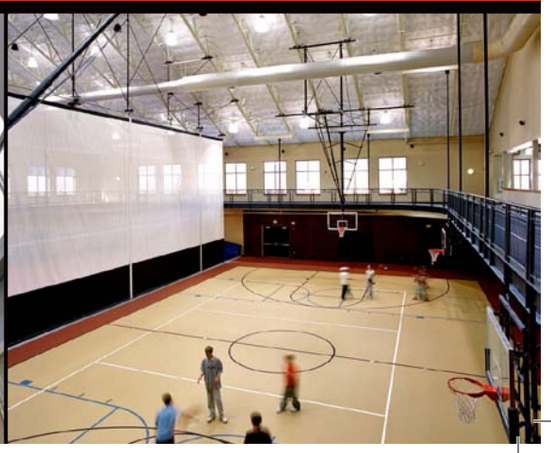
REQUEST FOR QUALIFICATIONS
CITY OF SAMMAMISH
COMMUNITY AND AQUATIC CENTER
FEASIBILITY STUDY

BARKER RINKER SEACAT

DECEMBER 14, 2010



BARKER RINKER SEACAT

December 13, 2010

Ms. Anjali Myer, Parks Project Manager
City of Sammamish
801 228th Avenue SE
Sammamish, WA 98075

Re: City of Sammamish Parks Community and Aquatic Center Feasibility Study

Dear Anjali and Members of the Selection Committee:

A great place to play/work/visit/learn! Community and Aquatic Centers are often the image maker and heart of activity for the Citizens of a community. For Sammamish, an extraordinary opportunity exists to create a landmark Community and Aquatic Center.

Barker Rinker Seacat Architecture (BRS) has been in business for more than 35 years. In that time our focus has been Activity Centers – where people work, learn and play. Community and aquatic centers embody all the elements in activity centers and we have assisted more than 160 communities throughout the U.S. in the feasibility and design of their centers. What better way to ensure success than to bring together a nationally recognized team that has a passion and exceptional expertise in the planning, design and construction of Community and Aquatic Centers.

Leading the Feasibility Study will be Craig Bouck, Principal of Barker Rinker Seacat Architecture, with Keith Hayes, serving as Consulting Principal. Our prime consultants are Water Technology, Inc. which is the largest and most experienced aquatic design firm in the United States, Ballard*King & Associates (BKA), who is extraordinarily qualified as our cost recovery and operations consultant, and will help you identify your user groups, attendance, and fees and expenses. We have also included Seattle based Site Workshop for Landscape Design, Redmond based DowlHKM for Civil Engineering and Architectural Cost Consultants of Tigard Oregon for Cost Estimating.

These prime consultants have delivered scores of Community and Aquatic Facilities working together as a team. Their knowledge and experience has given them an award winning national reputation. This team is also very familiar with the northwest area, as they have several current or completed projects in Washington and Oregon.

Our qualification package follows. Ultimately, selection of your architect is a subjective one. Having toured some of our facilities, we encourage you to call our clients; they are the true testament to our commitment to design excellence and service.

Sincerely,

Craig Bouck
Principal-In-Charge

Keith Hayes
Consulting Principal

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FIRM PROFILE

Barker Rinker Seacat Architecture

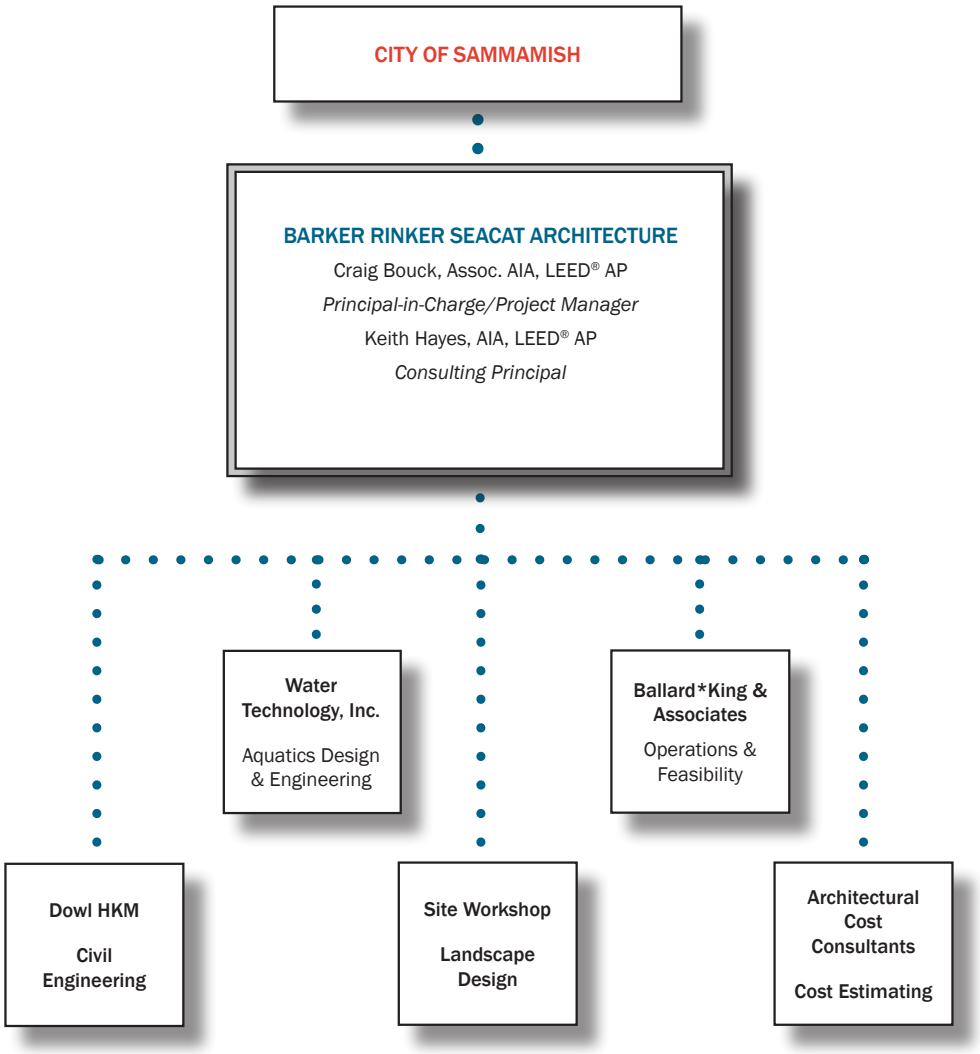
Barker Rinker Seacat Architecture has been recognized nationally as a leader in the strategic planning, master planning, programming and design of community facilities.

Designing great places for communities has been the driving passion of Barker Rinker Seacat Architecture since its early beginnings more than 35 years ago. With 11 principals, three senior associates and a total firm of 28, our mission and commitment are the same today as they were then. By putting the client's needs first and remaining true to architectural excellence, we have been at the forefront of innovative design. We have assisted more than 160 communities across the country in the strategic planning, master planning, programming and design of community facilities.

Recreation centers, schools, libraries, city halls, cultural and performing arts centers, visitor facilities, chapels and other public buildings round out the collection of projects we design. The thread that runs through them all is our commitment to an interactive process that includes our clients in the design and development of their project. Decision makers must often navigate through a minefield of stakeholder groups and agency review, trying to balance the needs of all. We help facilitate "best-value" decisions unique to each community. How do we do it? We wear many hats. We're artists and analysts, mapmakers and MacGyvers, sages and band leaders, shepherds and scouts. We encourage potential clients to contact past and current clients to learn the value of a BRS-led project.

Our mission statement is, ***Designing Inspired Community Architecture***. We get our inspiration from the communities and clients with whom we work. We'd love to work with you.

TEAM QUALIFICATIONS



BALLARD*KING & ASSOCIATES

Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. Utilizing their extensive experience in developing and operating comprehensive recreation facilities in the municipal sector, Ken and Jeff have integrated a hands on approach to recreation facility planning. The company offers a nationwide practice that is served by the office in Denver, Colorado.

Ballard*King & Associates has completed well over 500 feasibility and planning studies for a variety of recreation facilities in the last eighteen years and has more than 100 facilities up and running across the United States. The vast majority of their projects are public facility studies for municipalities and they are considered to be one of the foremost authorities on recreation facility planning in the United States.

In addition, Ballard*King has completed studies for over 40 different projects in the Pacific Northwest and has 16 recreation facilities open. They have worked with numerous communities on Seattle's east side including Issaquah, Bellevue, Redmond and Snoqualmie and as a result have a strong knowledge and understanding of the Sammamish community.

WATER TECHNOLOGY, INC.

Water Technology, Inc. is an aquatic design firm founded on the belief that aquatic recreation completes communities and makes them a better place to live. Established in 1983 WTI

TEAM QUALIFICATIONS

was a pioneer in the planning, design and engineering of waterpark and aquatic facilities. Charles M. Neuman, President, owned a successful pool contracting company when he saw that the architects and engineers employed by his clients had little experience in pool design. He found his company was working on the related design issues and contracting interfaces. The idea for Water Technology, Inc. was born when he packaged his experience into a specialist aquatic design and engineering company. Starting with two employees our now world renown firm has grown to over fifty professionals including architects, engineers designers, landscape architects and planners.

At Water Technology, Inc. we understand the importance and are committed to energy efficiency, conservation and the use of sustainable building practices. Our firm has been a proponent of energy efficient pool operations for many years and gain more experience on each project we undertake. Water Technology, Inc. has worked with various Architects that have experience with designing facilities to U.S. Green Building Standards. Internally, we have a group of professionals that meet on a regular basis to discuss LEED (Leadership in Energy and Environmental Design) sustainable practices and how we can apply them to our projects. We have also committed to enhance energy efficiency in its own operations.

SITE WORKSHOP

Founded in 2000, Site Workshop is a full-service landscape architectural firm based in Seattle. The majority of their portfolio consists of public projects, including planning and design for civic campuses, community centers and parks and recreation facilities. They have extensive experience productively engaging the community and other stakeholder groups to ensure that projects move forward smoothly. This approach is strengthened by rigorous physical analysis coupled with a creative design process that is grounded in the realities of construction and maintenance. Site Workshop is currently working with BRS on Kandle Park & Pool for Metro Parks Tacoma.

DOWL HKM

DOWL HKM has provided a core set of services including land surveying and civil, structural and environmental engineering for over 50 years, with a 20 year presence in the Puget Sound Region. During that period, the firm has grown into a full-service consulting firm offering a range of services to public- and private-sector clients. The April 2008 merger of DOWL Engineers and HKM Engineering increased staff to 400; and strengthened our expertise in many areas while also providing new capabilities to better support our clients. DOWL HKM remains 51% owned by NANA Development Corporation, a wholly-owned subsidiary of the NANA Regional Corporation and one of the 13 Alaska Regional Native Corporations, with the remaining ownership held by employees. We know that each project is unique, with different challenges, advantages, and project conditions. We listen to our clients needs and objectives, and then work with our project team to develop innovative solutions. We focus on solutions that address not only the technical issues, but that also return value to our clients.

ARCHITECTURAL COST CONSULTANTS, LLC

James A. Jerde, Architectural Cost Consultant, was established in 1988 with the purpose of providing an effective tool for architects, owners and developers to monitor and control costs through the design process. Stan Pszczolkowski joined Jim to form a partnership, Architectural Cost Consultants, in 1994. Jim and Stan have been involved in the estimating component of the architectural field since 1967 and 1977 respectively. Both use their architectural training and background to build realistic, detailed cost models early in the design process. The establishment of budgets and control of building costs during the programming and design phases of a project is an interactive process. We work closely with designers, engineers, owners and contractors and encourage close scrutiny of estimates and validation of assumptions by all members of the project team. We provide detailed quantity take-offs and cost estimating for civil, structural and architectural portions of the work.

Detailed cost estimates in an easy to read format continue to be important through the design development and construction document phases.

Either Jim or Stan will be principal-in-charge and project manager on this project. They will be providing take-offs and pricing for civil, structural and architectural portions of the work. They will coordinate with the environmental, mechanical and electrical engineers to incorporate their estimates for those portions of the work into an inclusive project format.

As the project moves into Schematic Design, we will add subconsultants for Structural, Mechanical, Plumbing, Electrical and Acoustics to the design team to better inform our cost estimating services.

STATEMENT OF EXPERIENCE

Craig Bouck, Principal In Charge/ Project Manager BARKER RINKER SEACAT ARCHITECTURE

Craig is the managing principal of Barker Rinker Seacat Architecture. An extremely talented and creative designer, he has a quick intellect and discerning eye. He brings his expertise to all aspects of the practice, from project management to graphic design. Craig has authored articles for Athletic Business Magazine and has spoken at conferences on recreation and aquatics facility design.

Similar Projects:
- Paul Derda Recreation Center, Broomfield, Colorado
- Wheat Ridge Recreation Center, Colorado
- Flagstaff Aquaplex, Arizona
- Arroyo Grande Regional Recreation Center California

Keith Hayes, Consulting Principal BARKER RINKER SEACAT ARCHITECTURE

Keith Hayes has been with the firm since 1995 and became a Principal in 1999. He has more than twenty years experience designing public architecture including community and recreation centers, schools, and municipal office buildings. Keith's strength lies in his commitment to his clients to assure that they are heard and their facility needs are met. As a Principal and Project Manager, Keith excels in his attention to details and his ability to juggle the many tasks necessary to assure an excellent project. Keith has spoken about a variety of recreation issues at state and national conferences. Keith is a LEED® Accredited Professional.

Similar Projects:
- Federal Way Recreation Center, Washington
- TSA Ray and Joan Kroc Corps Community Center, Salem, Oregon
- Kent Aquatic Center Study, Washington
- Hillsboro Recreation Center Study, Oregon

Ken Ballard, Project Manager BALLARD*KING & ASSOCAITES

As a founding partner of Ballard*King & Associates, Ken has over 30 years experience in recreation facility operation and planning. In his years of work with B*K, Ken has provided planning, feasibility and operations consulting to more than 250 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breadth of experiences within the recreational field.

Similar Projects:
- Hillsboro Recreation Center Study, Oregon
- TSA Ray and Joan Kroc Corps Community Center, Salem, Oregon
- Redmond Recreation Facilities Assessment Study, Washington
- Bellevue Aquatic Center Study, Washington

Design meeting with architect and client

Darin Barr, Project Team Member BALLARD*KING & ASSOCAITES

Darin began his work with Ballard*King & Associates in 2007 and brings 10 years of experience to the company. His management experience includes economic impact studies, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, risk management and programming.

Similar Projects:
- TSA Ray and Joan Kroc Corps Community Center, Salem, Oregon
- Bellevue Aquatic Center Study, Washington
- Edmonds Aquatic Center Study, Washington
- TSA Ray and Joan Kroc Corps Community Center, Coeur d'Alene, Idaho

Douglass Whiteaker, Principal in Charge WATER TECHNOLOGY, INC.

As President and Principal-in-Charge at Water Technology, Inc. Doug Whiteaker has a wealth of knowledge and experience in the aquatic industry. Doug has worked in all facets in the aquatic industry and has an extensive background in planning, programming and design, construction and operations of pools. He excels in managing integrated project delivery teams and his hands-on managing abilities energize effective collaboration, inspiring teams to deliver ultimate project excellence.

Doug's goal is to ensure that the needs and expectations of the client are met and exceeded. His engaging personality helps to facilitate a two-way sharing process with our clients and helps the team to understand unique neighborhood demographics, public needs and ultimately results in team ownership of the project and produces the best aquatic facility to meet the public's needs.

Similar Projects:
- Federal Way Recreation Center, Washington
- Kent Aquatic Center Study, Washington
- Bellevue Aquatic Center, Washington
- Yakima Family aquatic Center Study, Washington

STATEMENT OF EXPERIENCE

Mark Brands, Partner in Charge SITE WORKSHOP

Mark Brands will serve as partner-in-charge for the landscape architectural subconsultant team, contributing his expertise in site analysis and planning, public involvement and sustainable site development. His 22 years of experience in master planning and design include a wide range of community centers, regional and neighborhood parks, and aquatic recreation throughout the Pacific Northwest. Having recently completed improvements to the Sammamish Lower Commons, Mark has an established relationship with the Sammamish Parks team.

Mark's experience includes award-winning projects such as Seattle's LEED-Gold Northgate Community Center, Library & Park; Ella Bailey Park; and Dahl Playfield, as well as Tacoma's Wright Park. He is currently working on master planning and design for the new West Seattle Reservoir Park and for Titlow Park, Wapato Park and Franklin Park in Tacoma.

Similar Projects:
- Lower Sammamish Commons Improvements, Washington
- Kandle Park & Pool, Washington
- Seattle Spray Park Conversions, Washington
- Titlow Park, Tacoma, Washington

Chris Kovac, Project Manager DOWL HKM

Christopher P. Kovac, PE, LEED®AP is the Civil Engineering Department Manager and a project manager with 15 years of consulting engineering experience. He has an extensive background in planning and designing large and complex site civil systems. Chris has managed multi-disciplined projects from concept, through design and bidding, to construction completion. He has administered both public and private design and construction contracts.

Similar Projects:
- Kent Aquatic Center Feasibility Study – Kent, WA
- Boeing North Tower Feasibility Study – Everett, WA
- Preston Athletic Fields and Community Park – Preston, WA
- Arbor Heights 360 Skate Park – Kent, WA

Stan Pszczolkowski, Project Manager ARCHTIECTURAL COST CONSULTANTS, LLC

Mr. Pszcolkowski has more than 25 years of experience estimating projects on both the West and East coasts. With his background as an architect he brings a unique perspective to projects, having viewed the design and construction process from both sides. Stan has been involved in a variety of project types including recreation facilities, education facilities, health care facilities, laboratories, libraries, housing and industrial projects.

Similar Projects:
- TSA Ray & Joan Kroc Corps Community Center – Salem, Oregon, 90,000 sf new community center facility
- East Portland Aquatic Center Addition – Portland, Oregon, 24,100 sf addition poll addition & remodel
- Pierce College Fitness Center – Puyallup, Washington, 16,000 sf new fitness facility
- Quillayute Valley Aquatics Center – Forks, Washington, 10,300 sf new pool facility

Complete resumes for the project team are located in the Appendix.

Included below is a matrix of projects where our team has worked together. In addition to the projects listed, Barker Rinker Seacat Architecture, Ballard*King & Associates, and Water Technology, Inc. have worked on over 30 projects together over the past 25 years.

	BRS	BKA	WTI	Site Workshop	Dowl HKM	ACC
Kent Aquatic Center Study, WA	X		X		X	X
Federal Way Recreation Center, WA	X					
Tumwater Recreation Center Study, WA	X		X			X
TSA Ray and Joan Kroc Corps Community Center, Salem, OR	X	X	X			X
Hillsboro Recreation Center Study, OR	X	X	X			X
Kandle Park Outdoor Aquatics Study, WA	X		X	X		
Redmond Recreation Facilities Assessment, WA	X	X	X			X
Paul Derda Recreation Center, Broomfield, CO	X		X			
Wheat Ridge Recreation Center, CO	X	X	X			

Public Process Experience

Barker Rinker Seacat Architecture has played a leadership role in public process on nearly all our projects since our early beginnings 35 years ago. We pride ourselves in being adept at engaging all members of the public to help them create "their community recreation center". We work with our clients from the onset to fine tune a community involvement process. The following are suggestions for how we would begin the Sammamish Community and Aquatic Center project:

Committee members playing "Program Card Game."

• Augment the Recreation Center Planning Committee composed of City Staff, Council Members, Parks & Recreation Board members and citizens that are connected to the community and have the enthusiasm and energy to make sure the project is a priority for the community.

• Develop a Mission Statement for the Center that all citizens and stakeholder groups can adopt as their own and against which all project goals can be measured.

• Review the completed statistically valid survey to understand Sammamish resident's program priorities.

• Make sure the community feels a part of the process and has ownership in the project.

• Recommend refinements to the process to maximize stakeholder input and support.

• Assist and lead, where appropriate, advisory group and focus group meeting discussions.

• Lead community wide open houses and workshops.

• Develop an operational business plan simultaneously with the design.

• Provide marketing/informational materials.

Some of the strategies and devices we have used in the past to assure community-wide involvement have included:

News Media

• We believe it is important to meet with the news media to inform them of the project process encourage as much visibility as possible.

Newsletters

• Publish periodic newsletters about the project. Explain the mission and the goals and activities to accomplish. Ask for feedback and announce schedules of public meetings.

Web Page

• Contribute to a web page where the public can view the progress of the project and can respond/comment through e-mail, a dedicated blog thread or twitter.

Telephone Hot Line

• Open a "Hot Line" where people can call and ask for information or give their input into the project.

Develop an Issue Matrix

• With the Recreation Center Planning Committee, we develop a matrix of issues and groups/organizations to identify potential conflicts. This is a technique that identifies concerns, possible conflicts and issues early. Once identified, a strategy to address these issues can be developed.

Engage all Stakeholders

• At the outset of a project, we encourage meetings with all interested parties or stakeholders who might affect the project including regulatory and other government agencies, user groups, adjacent property owners, business organizations, impacted businesses and others we may identify with you.

Public Open Houses

• Presentations and workshops are designed to achieve a variety of objectives from informational only to highly engaged participation. We recommend several active public forums for your project. These are planned to solicit input and response from the general public. Some successful ideas for these meetings include:

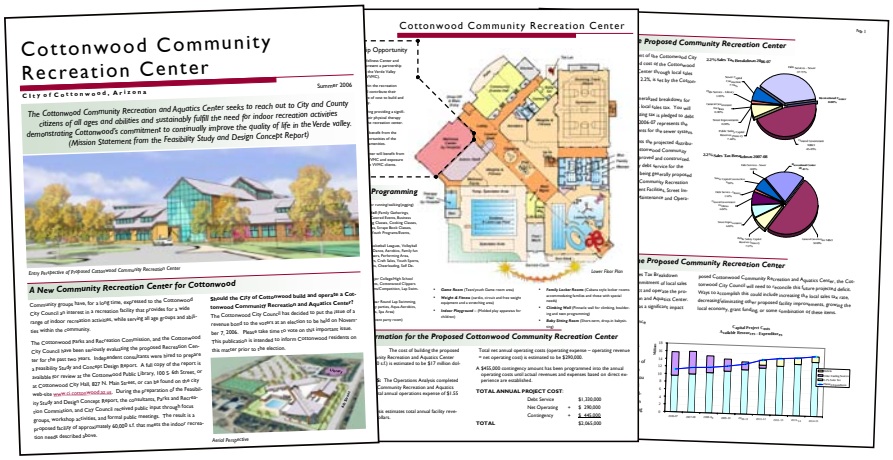
Participant playing "Dot-ocracy."

• Hold events in highly trafficked areas - a shopping center, a city hall, etc.

• Advertise the events through newsletters, PSA's on radio and TV, through flyers in utility bills, local newspaper, at public buildings. Ask Recreation Center Planning Committee to distribute through their feedback network.

• Provide babysitting and snacks.

• Employ games such as the "Program Card Game" to prioritize program elements and site selection. Make sure that everyone, including children, participates in voting.



Presentation Materials

We develop presentation tools such as boards, charts, power point presentations and models (both for public presentation and display). The information and graphics we provide electronically can be used for fund raising events, brochures, grant proposals and other similar activities.

Key Issues for Success

The key issues for a successful design process and outcome for a community project are building consensus quickly and making timely decisions. Typical impediments to moving forward are control of the budget, meeting jurisdictional requirements, reaching agreement with all of the stake holders and incomplete business planning. We start associating construction and operational costs with program elements from the very beginning of discussions. Site issues such as zoning changes, utility access, drainage, sustainability and environmental concerns have to be identified early. Additionally, if partnerships are to be seriously considered, inter-governmental agreements need to be discussed. There needs to be a commitment to the project and a clear understanding of shared costs and benefits.

The Work Plan

The first step in any community planning process is to develop a detailed Work Plan for your project based on knowledge we've gained from the City and significant experience with similar community recreation center projects in Washington and throughout the country. The key objectives of this document are to:

- Articulate a specific timeline organized around key events or Workshops
- Clarify specific objectives and participants for each Workshop
- Clarify work activities, deliverables and desired outcomes for each Work Period between Workshops.

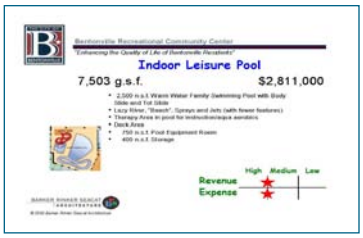
Workshops

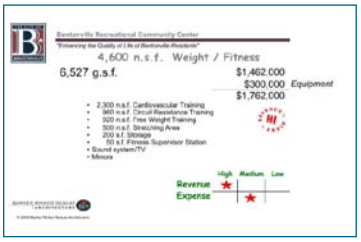
We believe in the Workshop Process as a tool to focus project activities and participants. Workshops are highly planned events to move the project through key milestones. The process allows the Project Team to:

- Maximize participation of team members and stakeholders
- Consider choices in a context of the best current information
- Maintain a creative energy to look for the big opportunities in your project

Prioritizing Games

These are early program phase exercises such as "Dot-Ocracy" or voting with dots that allow the project team and your public to participate in prioritizing what can be accomplished within funds available. A goal is to maximize buy-in and support of all stakeholders to inevitable required compromises. One of the activities we have used early in the programming/concept phase is a way to identify the square foot size and construction cost of each of the program components, their relative expense in terms of maintenance, and their operational/cost recovery value. We put this information on a series of cards and have the Recreation Center Planning Committee, Public Forum and staff prioritize the cards with their cumulative value adding up to the budget. We refer to this tool as the "Program Card Game."





Phasing Strategies

Having a clear vision of potential facility additions can clarify the "big picture" for all and optimize other opportunities on the project site. It is important to consider these early and plan for them in initial phases.

Operational Costs

We advocate balancing your service objectives with revenue considerations. We believe a good community recreation center offers "something for all", yet should to be planned to minimize subsidy requirements. Making patron utilization projections a visible part of the early planning process can help decision making. We include Ballard*King & Associates on our team to lead this critical portion of the planning process.

Ballard*King specializes in developing detailed and accurate operations pro-formas for community recreation centers. With extensive experience as operators of public recreation centers as well as developing operating budgets for over 75 centers, Ballard*King has the enviable track record where well over 90% of their facilities have outperformed their budget projections.

We believe these business planning services should be integrated throughout our work plan. Some of the focus areas include: partnerships, market analysis, operational feasibility analysis of program elements and an operational pro-forma listing detailed budgets for expense and revenue projections, staffing, operating hours and scheduling, attendance estimates, fee structures and maintenance plans.

Sustainable Design

In the process of creating projects for our clients, we at BRS are committed to developing our skills as teachers and advocates. We believe the increasing demand that public buildings be exemplary of the best ideas in sustainable thinking calls for a thoughtful process to inform and guide decision making. Public facilities receive a wide variety of stakeholder input and agency review that can create tricky territory for decision makers as they seek to balance the needs of all.

We feel the architect should be pro-active in raising awareness, providing choices and helping facilitate "best value" decisions unique to each community. This approach supports our firm's mission of Designing Inspired Community Architecture.

We aspire to promote a process of sustainable design that embraces ***conservation***, ***wellness***, ***quality of life*** and ***teaching***. **Conservation** includes the traditional areas of resource and fiscal conservation but also preserving and strengthening community through building re-use and sensitive urban design. **Wellness** looks at creating places whose activities and environmental qualities make us healthier. **Quality of Life** can be enhanced by paying special attention to how public spaces can support community connections and interactions. Finally, we think public buildings can **Teach** sustainable thinking to the many people who use them that can be applied to their home or office environments.

At BRS, we are optimistic about the future. Our architects and consulting teams are especially excited about our opportunity to help create a more sustainable future through design.

Technology and Communication

Efficient and effective communication is critical to a successful project. For this reason, we employ a number of software tools to assist in reaching as broad an audience as possible. Our primary methodology is the use of three-dimensional modeling software throughout the conceptual design process. From the early stages of our process we engage the project team and public in virtual explorations of the project. In our workshops we have the ability to explore ideas for site and building options in real-time – viewing the project from all angles and perspectives enabling the project team to make decisions with greater understanding and confidence. The refined concept design model is then used as a dynamic way to help educate the public about the project.

BRS's use of 3D Sketch Up modeling helps the public understand the project design early in the process.

WORKPLAN AND SCHEDULE

December 14, 2010

		Team Involvement		
Activity	**Scope Description**	BRS	B*K	WTI
0.1	*City Council Approves Selection of Consultant / Contract Approval*	●	●	

Conference Call	• Notification of Consultant and Teaming Strategy
	  • *Confirm Architectural Design and Operational Feasibility work scope*
	  • *Confirm public input process requirements*
	  • *Schedule and timeline approval*
	  • *Contract approval*
	• Planning, data gathering and research for the following:
	  • *Project vision, goals and objectives*
	  • *Preliminary program review discussion*
	  • *Schedule, budget, and project delivery objectives*
	  • *Review of alternate sites, survey data, surveys, soils, hazardous materials, etc.*
	  • *Design and layout potentials discussion for each site*
	  • *Community input and information process*
	  • *Finalize stakeholder meetings (participants, dates, locations, questions, invitations)*
	• Discuss draft presentation for Community Meetings			

1.0	*Workshop 1 - Market Analysis / Stakeholder Meetings / Site Tours/ Community Meeting 1*	●	●	

Meeting 1	***Day 1 - Team Meeting with City Staff/ Steering Committee***
	• Introduce team and discuss conceptual design / feasibility study process
	  • *Project vision, goals and objective, including sustainable design goals*
	  • *Discuss and review desired facilities and project budget*
	  • *Play the "Program Card Game"*
	  • *Discuss potential partnership and funding opportunities*
	  • *Current and future demands with the community*
	  • *Discuss design potential and alternate sites*
	  • *Schedule, budget, phasing and project delivery objectives*
	  • *Review community input and information process*
	  • *Review Market Analysis process*
	  • *Review / collect Owner provided site data*
	  • *Review Draft Community Meeting 1 Presentation*
	• Tour sites, local amenities, key architectural character sites and get to know the community
	• Begin on-site market analysis research			

Meetings 2,3,4,5	***Day 1 & Day 2 - Stakeholder Meetings*** • Conduct stakeholder four (4) focus group / stakeholder meetings			
Meeting 6	***Day 2 - Community Meeting 1 - Program "Card Game" and Site Discussion*** • Introduce Team and discuss planning process and schedule • Present Power Point slide show of program options • Play program "Card Game" will all attendees • Review game results and discuss priorities • Review preliminary site analysis diagrams and review criteria • Review Market Analysis and Survey Process • Next steps ***Deliverables:*** • Draft Mission and Goals Statement • Market Analysis • Preliminary Program Options and SF Cost Model Budget • Site Analysis Diagrams • Site Alternatives Budget Comparison Matrix • Meeting Minutes			

WORKPLAN AND SCHEDULE

		Team Involvement		
Activity	**Scope Description**	BRS	B*K	WTI
1.1	***Work Period 1 - Market Analysis / Preliminary Site Analysis / Preliminary Program & Budget***			

	• Draft Mission and Goals Statement
	• Prepare preliminary Market Analysis
	• Prepare Preliminary Program Options and SF Cost Model Budget
	• Prepare site analysis diagrams based on Owner provided site data
	• Prepare site plan alternatives exploring:
	  • *Vehicular and pedestrian circulation*
	  • *Environmental criteria (sun, light, topography, drainage…)*
	  • *Parking*
	  • *Utilities, service access, maintenance issues*
	• Prepare a draft Site Alternatives Budget Comparison Matrix to compare all site alternatives
	• Prepare community center plan relationships diagrams for test fit to alternative sites
	• Prepare a Project Budget Model for each alternative to include:
	  • *Program based construction budgets and phasing options*
	  • *Suggested fixture, furniture and equipment budgets*
	  • *Site & utility improvement / restoration / demolition budgets*
	  • *Fees and development budgets*
	  • *Contingencies*
	• Prepare draft presentation for City Council / Community Meetings			

2.0	***Workshop 2 - Market Analysis / Preliminary Site Analysis / Community Meeting 2***	•	•	
Meeting 7	***Day 1 - Team Meeting with City Staff/ Steering Committee*** • Review Mission and Goals Statement • Review findings from stakeholder meetings • Review potential Partnership Opportunities • Review preliminary Market Analysis • Review potential Funding Alternatives • Review preliminary program and budget options and potential for phasing • Review site analysis options • Review Community Center plan relationship diagrams and site alternatives • Review Site Alternatives Budget Comparison Matrix			
Meeting 8	***Day 1 - Community Meeting 2 - Findings, Program and Site Options*** • Present findings from Community Meeting 1 • Present preliminary site analysis diagrams and review criteria • Present preliminary program and budget options and potential for phasing • Next Steps			
Meeting 9	***Day 2 - City Council Meeting 1 - Findings, Program and Site Options*** • Introduce Team and discuss planning process and schedule • Review Mission and Goals Statement • Present findings from Stakeholder Meetings and Community Meetings 1 and 2 • Review preliminary Market Analysis • Present preliminary site analysis diagrams and review criteria • Present preliminary program and budget options and potential for phasing • Review Community Center plan relationship diagrams and site alternatives • Select project site • Next Steps			

WORKPLAN AND SCHEDULE

Activity	Scope Description	Team Involvement BRS	B*K	WTI
	Deliverables: • Preliminary Market Analysis • Preliminary Program Options and SF Cost Model Budget • Site Analysis Diagrams • Site Alternatives Budget Comparison Matrix • Site Plans for each potential site • Meeting Minutes			
2.1	*Work Period 2 - Concept Site and Building Plan Alternatives*			

	• Revise preliminary program options and selected site plan based on:
	  • *City Staff workshops*
	  • *Stakeholder Meetings*
	  • *Community Meetings*
	  • *City Council Meetings*
	• Prepare at least two floor plan diagrams for the Community Center exploring:
	  • *Program relationships and adjacencies for each floor*
	  • *Internal circulation, efficiencies, mechanical and support spaces*
	  • *Opportunities for phasing and future expansion*
	• Update Project Budget Model
	• Prepare Preliminary Operational Feasibility Analysis on each conceptual floor plan alternatives
	• Prepare presentation for City Council and Community Meetings			

3.0	*Workshop 3 - Concept Site and Building Plan and Operation Alternatives*	●	●	●
Meeting 10	***Team Meeting with City Staff/ Steering Committee*** • Review Preliminary Program Options based on all input to date • Review Floor Plan diagrams for the Community Center. • Discuss options for Aquatic Elements • Review revised Site Plan • Review Project Budget Models • Discuss Preliminary Operational Feasibility Analysis • Discuss impact of plan alternatives to Preliminary Operational Feasibility Analysis • Select preferred building plan for further refinement • Review agenda and presentation for City Council and Community Meetings			
Meeting 11	***City Council Meeting 2/ Community Meeting 3(Evening Meeting)*** • Review Preliminary Program Options based on all input to date • Discuss options for Aquatic elements • Review Community Center plan relationship diagrams and revised site plan • Review Floor Plan diagrams for the Community Center. • Review Project Budget Models and Phasing Options • Discuss Preliminary Operational Feasibility Analysis • Discuss impact of plan alternatives to Preliminary Operational Feasibility Analysis • Collect input on building plan, aquatics elements and site alternative for further refinement • Next Steps			

WORKPLAN AND SCHEDULE

Activity	Scope Description	Team Involvement BRS	B*K	WTI
	Deliverables: • Program Options & Relationship Diagrams • Floor Plan Alternatives • Revised Site Plan • Aquatics Options • Project Budget Model Matrix • Draft Operational Feasibility Analysis • City Council / Community Meeting presentations • Meeting Minutes			
3.1	***Work Period 3 - Concept Development / Detailed Project Budget / Operational Proforma Analysis***			

	• Refine recommended building and site plan
	• Update Project Budget Models for preferred building and site option
	• Update all work products base on input received in Workshops and Community Meetings
	• Refine preferred aquatic elements
	• Prepare two approaches to exterior elevations and sectional possibilities with three dimensional computer model to include:
	  • *Massing and roof characteristics*
	  • *Building sections showing interiors of key spaces and vertical relationships*
	  • *Window fenestration*
	  • *Exterior materials*
	• Prepare detailed Operational Proforma Analysis for recommended plan to include but not limited to:
	
	  • *Attendance Estimate, Fee Structure, Sources of Income, Operating Cost Projections, Revenue Generation Projections, Revenue / Expenditure Comparison and Project Recommendations / Profitability of Components / Partnership Participation / Funding Options*			

4.0	***Workshop 4 - Draft Schematic Design Presentation***	●	●	●
Meeting 12	***Team Meeting with City Staff/ Steering Committee*** • Review and approve recommended building and site plans • Review and approve updated Project Budget Models for preferred building and site option • Review and approve aquatic design option • Review and select preferred exterior character studies • Review detailed Operational Proforma Analysis			
Meeting 13	***City Council Meeting 3*** • Review and approve recommended building and site plan • Review and approve updated Project Budget Models for preferred building and site option • Review and approve aquatic design option • Review and select preferred exterior character studies • Review detailed Operational Proforma Analysis ***Deliverables:*** • Preferred Floor plans • Preferred Site plan • Preferred Aquatic plan • Development Budgets • Exterior elevations and massing studies • Operational Proforma alternatives • Meeting Minutes			

WORKPLAN AND SCHEDULE

		Team Involvement		
Activity	**Scope Description**	BRS	B*K	WTI
4.1	***Work Period 4 - Prepare Final Draft Report***			

	• Refine recommended plan, sections and elevations and three dimensional computer model
	• Revise Operational Proforma
	• Prepare Draft Report in Power Point format to include:
	  • *Project Design Description Narrative*
	  • *Project Program of Spaces*
	  • *Project Budget Model*
	  • *Reduced Plan, Elevation, and Perspective Drawings & power point*
	  • *Operational Proforma Analysis Updated to Current Plans*			

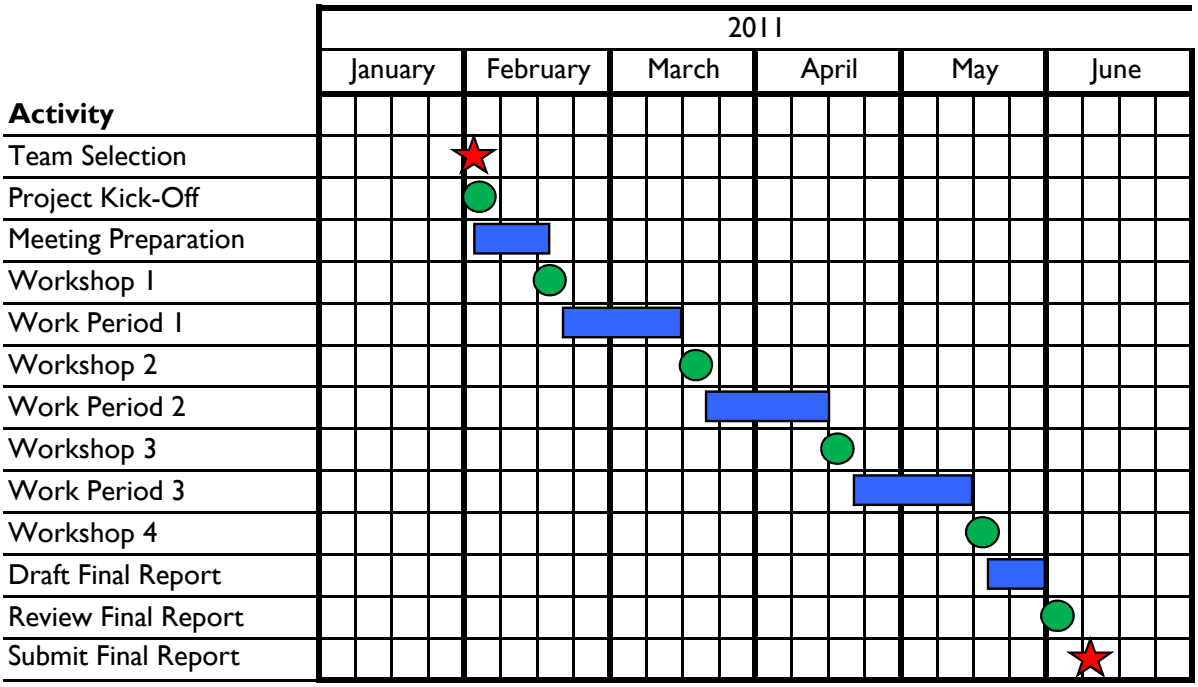
5.0	***Workshop 5 - Review Draft Final Report***	●	●	
Conference Call	• Conduct meeting with City Staff to review all project information			
5.1	***Work Period 5 - Prepare Final Report & Graphics Presentation***			
	• Update Market Analysis, Operational Proforma and Concept Design products with input received • Prepare Final Schematic Design Report • Prepare Final Graphics Package showing plans, elevations, sections, and exterior perspective views ***Deliverables:*** • Final Schematic Design Report • Final Schematic Design Report PowerPoint Presentation • Graphics, animations, PowerPoint presentation and report delivered on Compact Disc in digital format suitable for publications, marketing, or web use by City of Sammamish			

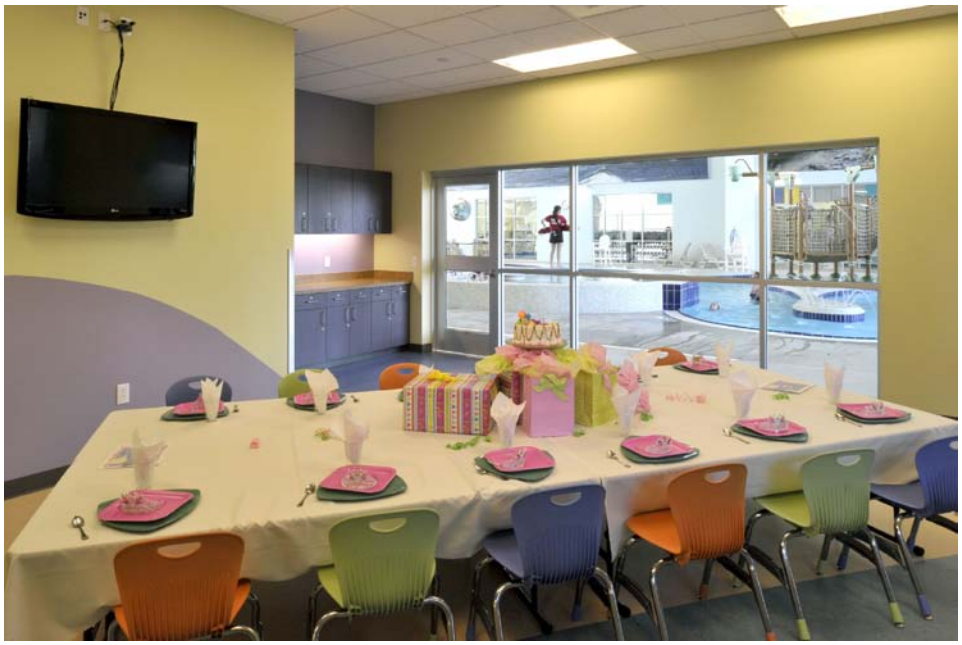
Notes

1. Topographic Survey, if required, to be provided to Design Team by Owner. Survey work can be provided as an additional service.
2. Soils report to be provided to Design Team based on criteria and boring locations as necessary for the engineering of the Project.
3. Environmental and hazardous materials studies to be provided to Design Team .
4. Rezoning and planning approvals for the selected site can be provided as an additional service.
5. Project to be designed using a 3D modeling program. Detailed renderings and animations can be provided as an additional service.
6. LEED certification and energy modeling is excluded.

Paul Derda Recreation Center: Gymnastics area

Project Schedule

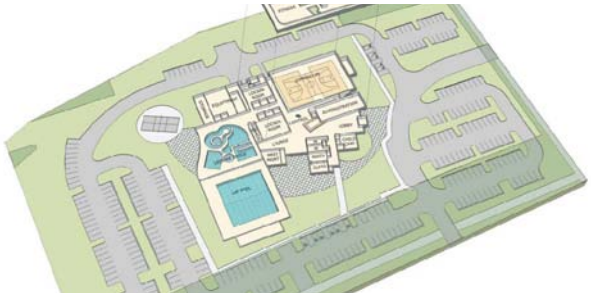




TSA Ray and Joan Kroc Corps Community Center, Salem, Oregon: Party Room

REFERENCES

Lori Hogan
Project Manager and Recreation &
Cultural Services Superintendent
City of Kent
220 4th Avenue South
Kent, WA 98032-5895
253.856.5050
E-Mail: lhogan@ci.kent.wa.us
Website: www.ci.kent.wa.us



Kent Aquatic Center Feasbility Study, Washington

Betty (B) Sanders
Senior Park Planner
City of Redmond
15670 NE 85th Street
P.O. Box 97010
Redmond, WA 98073-9710
425.556.2328
E-Mail: bbsanders@redmond.gov
Website: www.ci.redmond.wa.us

Federal Way Recreation Center, Washington

Nancy Harrold
Recreation Facility Manager
Paul Derda Recreation Center
13001 Lowell Blvd.
Broomfield, CO 80020
303.460.6903
E-Mail: nharrold@ci.broomfield.co.us
Website: www.broomfield.org

Paul Derda Recreation Center, Broomfield, Colorado

Joyce Manwaring
Director of Parks & Recreation
Wheat Ridge Recreation Center
4005 Kipling Street
Wheat Ridge, CO 80033
303.231.1308
E-Mail: joycem@ci.wheatridge.co.us
Website: www.ci.wheatridge.co.us

Wheat Ridge Recreation Center, Colorado

CLIENT

City & County of Broomfield

CONTACT

John Ferraro, Director of Recreation Services

303.460.0905

jferraro@ci.broomfield.co.us

BUDGET

$17.8 Million

COMPLETION

2003

AWARDS & FEATURES

2005 *Recreation Management* Innovative Architecture & Design Award

2004 Rocky Mountain Masonry Institute Masterworks in Masonry Award

2004 *Athletic Business* 17th Annual Architectural Showcase

2004 *Government Recreation & Fitness* "New Paul Derda Rec Center a Labor of Love"

Paul Derda Recreation Center

Broomfield, Colorado

The 85,000-s.f. Paul Derda Recreation Center was designed around the vision of "Bringing the Mountains to the Plains." The center is **themed with Colorado mountain elements**, from huge boulders in the landscape and a 40-ft. climbing wall to adventure slides through rock formations in the natatorium and art in public places.

Innovations abound in the design of the center. Electronic awning windows open the pool area to the sunning deck, sprayground and views beyond. The three-lane, 1/10-mile track sweeps around the lobby, climbing wall, fitness, cardio, gymnasium and gymnastics spaces to create a breathtaking fitness jogging/walking experience. The upper level of the center was designed to conveniently **accommodate the family** with an indoor playground, two aerobic studios, babysitting, tot activity areas and an outdoor tot lot.

> ***"BRS truly helped us to not only define the vision but also to make it a reality. Everyday we get to enjoy the recreation center and marvel at its design and function."***
>
> ***- Hugh Brown, Director of Community Resources***

CLIENT
City of Federal Way

CONTACT
Betty "B" Sanders, Former Parks Planner
425.556.2328

ASSOCIATE FIRM
Arai Jackson Ellison Murakami

BUDGET
$20.5 Million (Hard & Soft Costs)

COMPLETION
2006

Federal Way Recreation Center

Federal Way, Washington

In the growing city of Federal Way, a diverse community of 100,000 north of Tacoma, Washington, a **new community recreation center** was designed and opened in 2006. The city had inherited a 30-plus-year-old indoor lap pool; however, a feasibility study verified that it would be less costly to build and operate a new facility than to renovate and maintain the existing structure.

The site for the new center is at the edge of a park that has existing soccer and softball fields. Athletic tournaments held at the park are a significant source of business for local hotels and restaurants. The city hopes to expand upon this idea by hosting indoor court sports tournaments year-round.

The 78,450-s.f. center provides programs to appeal to **citizens of all ages and abilities**, satisfying both their **athletic and lifelong learning needs**. In addition to leisure and lap swimming pools, the building features a gymnasium, fitness spaces, climbing wall, seniors' lounge, and community spaces that include classrooms, a pre-school and multipurpose room that can seat up to 380 people.

BARKER RINKER SEACAT

CLIENT

The Salvation Army Cascade Division

CONTACT

Major Donna Ames, Executive Director of RJKCCC Mid-Willamette Valley

503.566.5762

donna.ames@usw.salvationarmy.org

ASSOCIATE FIRM

CB2 Architects

BUDGET

$33.2 Million

COMPLETION

2009

AWARDS & FEATURES

2010 *Recreation Management* Innovative Architecture & Design Award

2010 *Daily Journal of Commerce* First Place – TopProjects $15.1M - $50M Private Buildings

2009 American Institute of Architects Salem Chapter Award of Merit

The Salvation Army
Ray and Joan Kroc Corps Community Center

Salem, Oregon

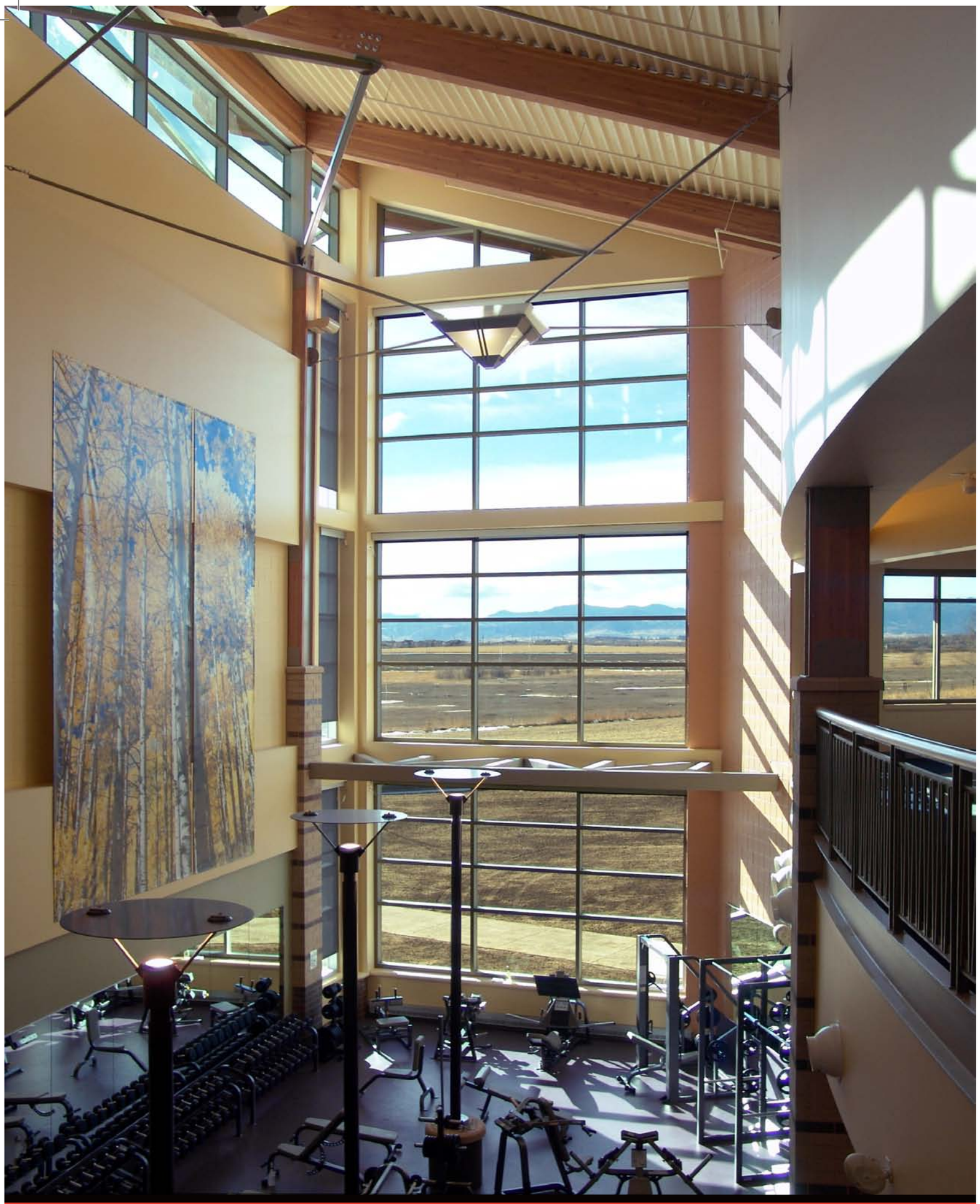
Philanthropist Joan B. Kroc gave $1.8 billion to The Salvation Army to build and operate **state-of-the-art community centers** in cities across the country. Barker Rinker Seacat Architecture was commissioned by The Salvation Army Western Territory to plan and design the Ray and Joan Kroc Corps Community Center in Salem, Oregon.

The center provides worship and performing arts education, family life and personal development, and sports training and recreation opportunities to the underserved residents of Salem. The **92,000-s.f. center** is a campus of activities for every age group. The worship, community and education space includes a 300-seat chapel and multipurpose event space for banquets, meetings, weddings and community events.

The center boasts a one-stop activity center with a sports training and recreation area for those who want to work out, as well as an aquatics area with lap and leisure pools. The family life and personal development component houses a family lounge, teen room, short-term child watch and licensed daycare facility.

The project is **seeking LEED® Silver certification** for sustainable design and energy efficiency. The citizens of Salem are the fortunate recipients of Joan Kroc's vision.

> ***"When you have a facility like this, kids in a poverty situation get exposed to new options for their future. They don't feel locked into the cycle... You might end up with an Olympic swimmer out of this—you never know."***
>
> ***- Mayor Janet Taylor, as quoted in* The Oregonian**



PAUL DERDA RECREATION CENTER | *Broomfield, Colorado*

CRAIG BOUCK, LEED® AP

PRINCIPAL

EDUCATION

University of Pennsylvania
Master of Architecture

Stanford University
Bachelor of Arts in Urban Studies

University of Colorado Denver
Graduate School of Policy
Denver Community Leadership Forum

REGISTRATIONS

Green Building Certification Institute
LEED® Accreditation

PROFESSIONAL ACTIVITIES

Guest Lecturer: "Planning & Design of a Recreation Center," University of Northern Colorado Physical Education Department

Guest Critic: University of Colorado Denver School of Architecture

Judge: Athletic Business Facility of Merit Awards

American Institute of Architects

United States Green Building Council

linkedin.com/in/craigbouck

craigbouck@brsarch.com

Craig is the managing principal of Barker Rinker Seacat Architecture. An extremely talented and creative designer, he has a quick intellect and discerning eye. He brings his expertise to all aspects of the practice, from project management to graphic design. Craig has authored articles for *Athletic Business* Magazine and is a frequent speaker at conferences on recreation and aquatics facility design.

RECENT PROJECT EXPERIENCE

Crown Mountain Recreation Center ***Basalt, Colorado***

Paul Derda Recreation Center ***Broomfield, Colorado***

Wheat Ridge Recreation Center ***Colorado***

WECMRD Fieldhouse ***Edwards, Colorado***

Gunnison Community Center Aquatic Addition ***Colorado***

Grand Valley Community Recreation Center Study ***Colorado***

Brighton Adult Activity Center ***Colorado***

Fraser Valley Recreation Center Concept Design ***Winter Park, Colorado***

Las Cruces Regional Recreation & Aquatic Center ***New Mexico***

Flagstaff Aquaplex ***Arizona***

Columbine Country Club Clubhouse Addition, Pool & Tennis ***Colorado***

Cottonwood Recreation Center ***Arizona***

Waunakee Village Center ***Wisconsin***

Gypsum Community Recreation Center ***Colorado***

North Tahoe Recreation Center Concept Design Study ***California***

Bradburn Community Clubhouse ***Westminster, Colorado***

Heather Gardens Adult Community Recreation Center Study ***Aurora, Colorado***

Longmont Recreation Center ***Colorado***

SPEAKING ENGAGEMENTS

- 2010 *Athletic Business* Conference: "Innovation and Evolution: The Future of Community Recreation Center Design"
- 2010 *Athletic Business* Conference: "What's Hot, What's Not? Trends in Facility Programming, Design & Technology"
- 2009 National Recreation & Park Association Midwest Regional Conference: "Operate Your Recreation Center with No Subsidy," with Steve Russell
- 2009 *Athletic Business* Conference: "Time for Your Facility Physical: Design, Operations & Energy Strategies for Lean Times"

PUBLICATIONS

- 2009 *City by Design*: "Barker Rinker Seacat Architecture"
- 2009 *Parks & Recreation* Magazine: "What's Hogging All the Energy?"
- 2008 *Parks & Recreation* Magazine: "Designing for the Ages"
- 2008 *Architect Colorado* Magazine: "Recreation Centers Invite Community Members to Enjoy Healthier Lifestyles"
- 2007 *Recreation Management* Magazine: "Parks & Community Recreation Centers: Building Active, Involved Communities. A Look at Tends in Parks & Community Recreation Centers"

KEITH HAYES, AIA, LEED® AP

PRINCIPAL

EDUCATION

University of Washington
Master of Architecture

University of Washington
Architecture in Rome Program

University of Colorado at Boulder
Bachelor of Environmental Design

Harvard University
Graduate School of Design
University Athletic & Recreation Facility Seminar

University of Colorado Denver
Graduate School of Policy
Denver Community Leadership Forum

REGISTRATIONS

NCARB, Colorado, Georgia, Michigan, Oregon, Washington

Green Building Certification Institute
LEED® Accreditation

PROFESSIONAL ACTIVITIES

Secretary: American Institute of Architects, Colorado Chapter, 1996

Associate Director: American Institute of Architects, Colorado Chapter, 1993

Coordinator: American Institute of Architects, Colorado Chapter Intern Development Program, 1992

American Institute of Architects

United States Green Building Council

Friends of the Cumbres & Toltec Scenic Railroad, Chama, New Mexico, 1993 - Present

linkedin.com/in/keithhayes1

keithhayes@brsarch.com

Keith Hayes has been with the firm since 1995 and became a Principal in 1999. He has more than twenty years experience designing public architecture including community and recreation centers, schools, and municipal office buildings. Keith's strength lies in his commitment to his clients to assure that they are heard and their facility needs are met. As a Principal and Project Manager, Keith excels in his attention to details and his ability to juggle the many tasks necessary to assure an excellent project. Keith has spoken about a variety of recreation issues at state and national conferences. Keith is a LEED® Accredited Professional.

RECENT PROJECT EXPERIENCE

Redmond Recreation Study *Washington*

Tumwater Recreation Center Study *Washington*

Kandle Park Pool Bathhouse *Tacoma, Washington*

Kent Aquatics Study *Washington*

Hillsboro Aquatic Center Study *Oregon*

Hillsboro Community Recreation Center Study *Oregon*

The Salvation Army Ray & Joan Kroc Corps Community Centers *Salem, Oregon; Augusta, Georgia; Quincy, Illinois*

Candelas Neighborhood Activity Center *Arvada, Colorado*

Erie Recreation Center Study *Colorado*

Macomb Township Recreation Center *Michigan*

The University of Northern Colorado Athletic Facilities Master Plan *Greeley, Colorado*

Livonia Recreation Center *Michigan*

Federal Way Recreation Center *Washington*

Durango Recreation Center *Colorado*

The Apex Center *Arvada, Colorado*

Colorado College Athletic/Recreation Development Plan *Colorado Springs, Colorado*

SPEAKING ENGAGEMENTS

- 2008 The Salvation Army Central & Southern Territories Conference: "Introduction to Sustainable Design"
- 2006 National Recreation & Parks Association Conference: "Federal Way Community Center Programming & Construction Tour"
- 2006 Missouri Design School: "The Boomer Generation & Senior Trends"
- 2005 *Athletic Business* Conference: 'Locker Room Basics"
- 2004 Michigan Recreation & Parks Association Conference: "High-Performance Front Desks"

PUBLICATIONS

- 2009 *Recreation Management* Magazine: "Control Central: The Control Desk Can't Be Ignored"

BARKER RINKER SEACAT

* FIRM PROFILE

Ballard*King & Associates, a Colorado corporation, was established in 1992 by Ken Ballard and Jeff King in response to the need for market-driven and reality-based planning for parks and recreation agencies. B*K has achieved 18 years of success by realizing that each client's needs are specific and unique. With over 70 combined years of recreation planning experience in the public, non-profit, collegiate and private sector, our consulting firm has completed over 500 recreation facility projects in 47 states.

We form a consulting team that offers a variety of planning services for clients who provide sports, recreation, aquatic, or wellness facilities and programs. From pinpointing specifics to broad visions, B*K provides direction to ensure the long-term viability of a parks and recreation agency.

By bringing practical, proven experience to a project we can accurately represent the client's best interests. Our firm has a keen awareness of the impact parks and recreation services have on a community and the organization that is responsible for delivering these services. Thanks to our extensive field experience we are able to provide assistance with practical tools, an uncommon ability to see the overlooked and view your study from a wealth of expertise and knowledge.

Teamwork is a core aspect of our company. We work together ensuring all clients are receiving the wealth of knowledge our B*K team brings. The success of any project begins with an integrated, mutually valued approach to the individual needs and goals of each client. Thus, we team with you and for you.

First and foremost to Ballard*King & Associates is our reputation of being a company of strong ethical character. Our top concern is that the client's best interests are being met and our approach is always honest and down-to-earth. We aim to help each client see the full potential of their project by providing trustworthy services to achieve their goal.

Let us help you, move forward!

BALLARD*KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

Ken Ballard

*Education

University of Colorado
BS Recreation, BA History

Certified Parks & Recreation Professional

*Professional Affiliations

Athletic Business Magazine Advisory Board

Colorado Parks & Recreation Association

National Recreation & Park Association

Metropolitan State College of Denver – Former Adjunct Faculty

Ken Ballard, C.P.R.P

President

Project Manager – B*K

*Professional Experience

As a founding partner of Ballard*King & Associates, Ken has over 30 years experience in recreation facility operation and planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. In his years of work with B*K, Ken has provided planning, feasibility and operations consulting to more than 300 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breadth of experiences within the recreational field.

Ken's diverse experience has led to his active involvement with the Colorado Parks and Recreation Association's Recreation Facilities Design and Management School. For the past 13 years Ken has been a faculty member at the Athletic Business Conferences, where he presented numerous sessions on recreation facility planning. He has also been a speaker at several National Park and Recreation Association Congresses and numerous state parks and recreation conferences.

Prior to co-founding B*K, he was the Recreation Manager for the City of Thornton, CO, and was a key member of the team responsible for the pre-design phase of their recreation center. For 12 years before joining them he was the Director of the Englewood, CO, Recreation Center, in charge of the operation and administration of the Englewood Recreation Center, which received the 1986 "Facility of Merit" award from *AthleticBusiness Magazine* for design and operations excellence. Ken's expertise, down to earth approach and proven practical experience combined with solid ethical values gives each client superior counsel.

BALLARD*KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

Darin Barr

DARIN J. BARR, C.P.R.P
Associate

Education

- State University of New York-Brockport, Masters in Public Administration
- University of Missouri-Columbia, BS Parks Recreation & Tourism
- Certified Pool Operator
- American Red Cross Water Safety Instructor
- American Red Cross Lifeguard Instructor
- International Lifeguard Training Instructor (Ellis & Associates)

Professional Affiliations

- National Intramural-Recreational Sports Association
- New York State Parks & Recreation Society
- Missouri Parks & Recreation Association

Professional Experience

Darin began his work with Ballard*King & Associates in 2007 and brings 10 years of experience to the company. Prior to B*K, Darin was the Senior Associate Director of the 300,000 square-foot Student Recreation Complex at the University of Missouri-Columbia. His main areas of responsibility were membership, dry-side facility operations, wet-side facility operations, maintenance and information technology. In addition to the Student Recreation Complex, Darin's responsibilities also spanned the adjacent sand volleyball courts, Stankowski Field, and 50-plus acres of green space. Previously he served as the Aquatic Manager for the Mizzou Aquatic Center and was responsible for opening that portion of the Student Recreation Complex in the summer of 2005.

His management experience includes economic impact studies, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, risk management and programming.

Darin spent three years working for the Town of Pittsford, NY, Recreation Department as a Recreation Supervisor. During his tenure with Pittsford, Darin was responsible for the programming, budgeting, coordinating shared use facilities, and developing the Pittsford Triathlon. In addition, Darin spent a season working for a privately-owned water park as well as four years working as the Recreation Superintendent and Aquatics Coordinator at the Rec-Plex in St. Peters, MO.

The diversity of Darin's experiences have shaped his unique perspective on the delivery of recreation services, and the operation of recreation facilities. Darin's honest approach, attention to detail, and depth of knowledge give client's comprehensive insight to help guide them through their project.

*Ballard*King and Associates is committed to comprehensive planning and operations consulting services, providing for the effective and efficient use of available resources to develop and operate sports, recreation and wellness facilities.*

2743 E. Ravenhill Circle * Highlands Ranch, CO 80126 * (303) 470-8661 * www.ballardking.com * BKA@ballardking.com

Water Technology, Inc. is an aquatic design firm founded on the belief that aquatic recreation completes communities and makes them a better place to live. Our creative energy and passion embrace that philosophy with the creation of forward-looking designs that support dynamic community programs.

Our firm has evaluated, designed and engineered literally hundreds of aquatic facilities since we founded our company in 1983. We have built a historical database that helps us to accurately estimate costs and to give you a realistic project timeline. We are very familiar with the materials and equipment used in aquatics facilities because we are specifying these materials every day.

Our solution driven planning and design philosophy emphasizes that the most successful and effective plans result from active community participation. We believe that it is important to work as a team throughout the process to address important issues, identify assets to be enhanced and challenges to overcome. Our planners engage citizens and key interest groups using various unique and highly interactive techniques.

We foster a challenging and rewarding workspace. We understand that the encouragement and development of each member of our staff will advance the practice of design. Our greatest assets are the people who make up the firm of Water Technology, Inc. and the communities that we serve. We specialize in fun.

We also keep in contact with our clients after their aquatic facilities are open and operating; therefore, we keep abreast of how products, equipment and our designs work after they leave the drawing board.

Creativity is an important aspect to our swimming pool designs. We strive to stay on the cutting edge of new trends in swimming pool design. One of the ways we do this is by attending industry trade shows, conferences and seminars. Most importantly, our designs are not simply creative and innovative, they are also functional. During all stages of Design, we do several engineering “reality checks” to assure that the design that looks good will also run efficiently and smoothly after it is built. A high-quality pool design leads to cost efficient operations and usage of energy and resources.

At Water Technology, Inc. we understand the importance and are committed to energy efficiency, conservation and the use of sustainable building practices. Our firm has been a proponent of energy efficient pool operations for many years and gain more experience on each project we undertake. Water Technology, Inc. has worked with various Architects that have experience with designing facilities to U.S. Green Building Standards. Internally, we have a group of professionals that meet on a regular basis to discuss LEED (Leadership in Energy and Environmental Design) sustainable practices and how we can apply them to our projects. We have also committed to enhance energy efficiency in its own operations.

We have 25 years of firm experience in aquatic planning, design, and engineering and have become a recognized leader in the industry. We feel that it is our responsibility to develop new ways to apply sustainable design practices to our projects and in turn encourage manufacturers that we specify to make this same commitment. Where there are challenges we find opportunities…

It is Water Technology’s experience that can help achieve a product to meet recreation and financial goals. Water Technology, Inc. has the experience to ensure your project is successful.

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WATER TECHNOLOGY INC.

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Office 208
Fort Worth, TX 76248
T 817.745.4592
F 817.745.4591

www.wtiworld.com

LEADERS IN AQUATIC PLANNING, DESIGN AND ENGINEERING

As President and Principal-in-Charge at Water Technology, Inc. Doug Whiteaker has a wealth of knowledge and experience in the aquatic industry. He is dedicated to the planning, design, engineering and construction of aquatic facilities throughout the United States and internationally. Mr. Whiteaker leads projects of great diversity in size, scope, and function, including colleges and universities, athletic and fitness centers, YMCAs, hospital based wellness centers, waterparks, and family aquatic centers. Prior to working with Water Technology, Inc., Mr. Whiteaker was the Director of Aquatic Design, firm partner with an international architecture firm for 10 years, and the President of a Pool Construction company from 1972-1993.

Education:
Bachelor of Arts, Chemistry and Biology, Luther College, Decorah, Iowa

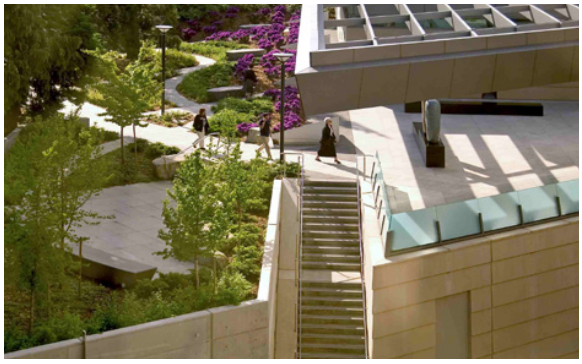
Affiliations: Construction Specifications Institute, National Recreation and Park Association

Partial Project List with DOWA:

Hal Moe Pool, Snohomish School District No. 201 - Snohomish, WA

Partial Project List in Washington:
Bellevue Aquatic Center - Bellevue, WA
Benton City Aquatic Center Masterplan - Benton City, WA
Camas/Washougal Community Recreation Center - Camas, WA
Federal Way Community Center - Federal Way, WA
Quillayute Valley Park - Forks, WA
Kent Washington Community Center - Kent, WA
Lakes High School - Lakewood, WA
Lynwood Recreation Center - Lynwood, WA
Moses Lake Aquatic Center - Moses Lake, WA
Skagit County Indoor Recreation and Events Center - Mount Vernon, WA
View Ridge Swim and Tennis Club - Seattle, WA
South Side Family Aquatic Center - Spokane, WA
Firstenburg Community Center - Vancouver, WA
Marshall Luepke Center - Vancouver, WA
Veranda Beach - Veranda Beach, WA
Yakima Family Aquatic Center Feasibility Study - Yakima, WA

SITE WORKSHOP



BACKGROUND

Site Workshop LLC is a 15-person landscape architecture firm that emphasizes design excellence, innovation and quality service for all of our clients. Our extensive portfolio of projects includes health care and educational campuses; parks, recreation, civic and mixed-use works; and commercial development. Based in Seattle, Washington, our office is a creative studio environment located in a historic building in the Pike Place Market. With over 160 years of combined experience on regional, national, and international levels, our licensed landscape architects work closely with a staff of landscape designers, administrative and support specialists. We emphasize direct, continuing involvement by a partner of the firm in all projects. Our primary objective is to ensure the environmental, cultural, and aesthetic value of each project we undertake.

APPROACH

As a collaborative, idea-oriented group, Site Workshop is committed to delivering creative, high-quality products and services. Our approach is to establish a fresh, innovative concept for each project with a dedication to environmental responsibility, cultural understanding and integrity of the built environment. Our practice is characterized by rigorous physical analysis, effective collaboration with other design disciplines and an inventive design process that begins with implementation in mind. We view master planning, landscape architectural design and construction as a continuum: developing solutions that integrate functional needs with aesthetic priorities.

TECHNICAL EXPERTISE

Our professional skills are complemented by a strong technical expertise in all areas of site and landscape design, including complex issues related to access, grading, stormwater management, horticulture and hardscape design. We employ a full complement of techniques for design, illustration and production, including manual drawings and sketches, models, and state-of-the-art information technology. Our built solutions demonstrate an understanding of how the use of materials, programming, schedule and budget translate to effective construction techniques and innovative built work. Balancing our passion for design with pragmatism and sound technical knowledge has been fundamental to our portfolio of successful projects.

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SiteWorkshop
LANDSCAPE ARCHITECTURE

MARK BRANDS, ASLA
Partner

Mark led the site planning and landscape design efforts for Seattle's new Northgate Community Center, Library and Urban Park. The project recently earned LEED Gold certification, and was recognized for design excellence by both the Seattle Design Commission and the Washington Recreation & Park Association.

Mark Brands is a landscape architect, urban planner and co-founder of Site Workshop Landscape Architecture. During his 22 years of practice he has managed and designed projects ranging in size and complexity throughout North America, the Pan Pacific, Asia, and Australia. As a native of the Pacific Northwest he understands the dynamic physical, cultural, and political factors that influence the Puget Sound Region. Mark is deeply committed to developing planning and design processes that result in both a shared vision for the future and practical strategies for implementing them. His focus on the design process and facility with building consensus between project constituencies helps evoke the essential, special qualities of a place, its image, and character. Mark is currently the chair of the City of Seattle's Northwest Design Review Board.

SELECT PROJECT EXPERIENCE:

- Sammamish Lower Commons, *Sammamish, WA*
- Titlow Park, *Tacoma, WA*
- Wright Park, *Tacoma, WA*
- Wapato Park, *Tacoma, WA*
- Franklin Park, *Tacoma, WA*
- Northgate Community Center, Library & Urban Park, *Seattle, WA*
- West Seattle Reservoir Park, *Seattle, WA*
- Ella Bailey Park, *Seattle, WA*
- Madison Park, *Seattle, WA*
- Dahl Playfield, *Seattle, WA*
- Kirke Park (Sustainable Sites Pilot Project), *Seattle, WA*
- Thomas C. Wales Park, *Seattle, WA*

EDUCATION Washington State University, Bachelor of Science, Landscape Architecture 1988
PROFESSIONAL LICENSE Landscape Architect: Washington
PROFESSIONAL AFFILIATIONS American Society of Landscape Architects, Urban Land Institute

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LANDSCAPE ARCHITECTURE

INTRODUCTION TO DOWL HKM

DOWL HKM is a 400-person full-service civil engineering firm with majority Native American ownership. DOWL HKM has provided a variety of planning, design and construction services, from our 17 offices, to both public and private sector clients in the Western United States and Alaska. We know that each project is unique, with different challenges, advantages, and project conditions. We listen to our clients needs and objectives, and then work with our project team to develop innovative solutions. We focus on solutions that address not only the technical issues, but that also return value to our clients.

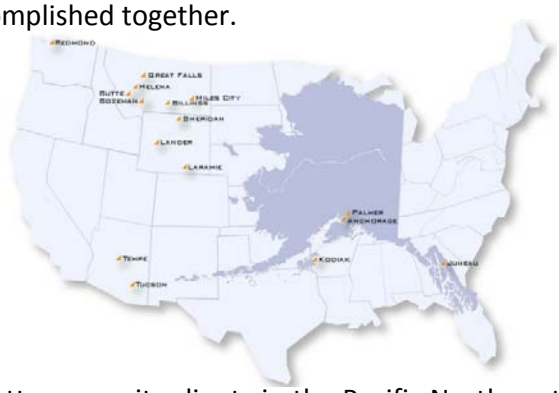
The DOWL HKM staff is comprised of specialists from a broad range of engineering and physical sciences including:

- Airport Engineers
- Civil Engineers
- Construction Administration
- Environmental Compliance Engineers
- Geological Engineers
- Geologists
- Geotechnical Engineers
- Hazardous Waste Technicians
- Hydraulic Engineers
- Hydrogeologists
- Land Surveyors
- Landscape Architects
- Materials Testing Technicians
- Reclamation Specialists
- Soil Scientists
- Structural Engineers
- Transportation Engineers
- Utility / Environmental Engineers
- Water Resource Engineers
- Water Rights Specialists
- Wetland Specialists

We serve a wide range of clients, including private developers and land owners; federal, state and local governments; architects, construction contractors and other engineering firms. We have always valued our relationships with these clients and enjoy the work we have accomplished together.

DOWL HKM Office Locations

- **Redmond, WA**
- Anchorage, AK
- Palmer, AK
- Juneau, AK
- Kodiak, AK
- Tucson, AZ
- Tempe, AZ
- Billings, MT
- Bozeman, MT
- Butte, MT
- Great Falls, MT
- Helena, MT
- Miles City, MT
- Gillette, WA
- Lander, WY
- Laramie, WY
- Sheridan, WY



Introduction to DOWL HKM Redmond

In 1988, DOWL opened an office in Redmond, Washington to better serve its clients in the Pacific Northwest. The focus of the Redmond office is to provide civil engineering and land surveying services to both public and private clients for infrastructure and commercial real estate development projects. The current staffing of the office is 12, which includes four licensed civil engineers and two licensed surveyors. All services provided for this project would be provided from the Redmond office.

DOWL HKM Redmond Public Agency Experience

The Redmond team has worked for the following public sector clients in either a prime or sub-consultant role:

- City of Redmond
- City of Kirkland
- City of Bellevue
- City of Kent
- City of Mercer Island
- City of Sea-Tac
- City of Federal Way
- Lake Washington School District
- Bellevue School District
- Everett School District
- Northshore School District
- U.S. Forest Service
- King County
- Pierce County
- Swinomish Indian Tribal Community
- The Tulalip Tribes
- Indian Health Service
- Public Hospital District #2

www.dowlhkm.com

INSPIRATION • INNOVATION • INTEGRITY

Civil Project Manager

Education

- B.S. Civil Engineering
  University of Washington
- B.S. Biology
  San Diego State University

Registrations

Professional Engineer:

Washington
California
Alaska
Oregon

Accreditations

LEED Accredited Professional, USGBC

Christopher P. Kovac, PE, LEED®AP

Christopher P. Kovac, P.E. is a project engineer and project manager with 15 years of consulting engineering experience. He has an extensive background in planning and designing large and complex site civil systems. Chris has managed multi-disciplined projects from concept, through design and bidding, to construction completion. He has administered both private and public design and construction contracts.

Chris has led design teams that generated plans and administered the construction contracts of projects with site construction costs as high as $35M. In addition to his appreciable experience planning and designing municipal, commercial and private property developments, Chris has participated in large scale earthwork and environmental remediation projects. Through this work, Chris has demonstrated an expertise in successfully balancing the conflicting project constraints that often occur between budgets, owner needs, and regulatory requirements.

Chris routinely prepares proposals, schedules, budgets, cost estimates, plans and specifications packages; coordinates work efforts with clients, sub-consultants, and regulatory entities; and supervises project teams responsible for design and construction services.

Relevant Experience

- CITY OF KENT AQUATIC CENTER FEASIBILITY STUDY – KENT, WA
- BOEING NORTH TOWER FEASIBILITY STUDY – EVERETT, WA
- PRESTON ATHLETIC FIELDS AND COMMUNITY PARK – PRESTON, WA
- ARBOR HEIGHTS 360 SKATE PARK – KENT, WA
- 60 ACRES SOUTH SOCCER FIELDS – REDMOND, WA

Architectural Cost Consultants, LLC

James A. Jerde, AIA
Stanley J. Pszczolkowski, AIA
8060 SW Pfaffle Street, Suite 110
Tigard, Oregon 97223
Voice: (503) 718-0075
Fax: (503) 718-0077
www.architecturalcostconsultants.com

James A. Jerde, Architectural Cost Consultant, was established in 1988 with the purpose of providing an effective tool for architects, owners and developers to monitor and control costs through the design process. Stan Pszczolkowski joined Jim to form a partnership, Architectural Cost Consultants, in 1994. Jim and Stan have been involved in the estimating component of the architectural field since 1967 and 1977 respectively. Both use their architectural training and background to build realistic, detailed cost models early in the design process.

The establishment of budgets and control of building costs during the programming and design phases of a project is an interactive process. We work closely with designers, engineers, owners and contractors and encourage close scrutiny of estimates and validation of assumptions by all members of the project team. We provide detailed quantity take-offs and cost estimating for civil, structural and architectural portions of the work.

Detailed cost estimates in an easy to read format continue to be important through the design development and construction document phases.

Either Jim or Stan will be principal-in-charge and project manager on this project. They will be providing take-offs and pricing for civil, structural and architectural portions of the work. They will coordinate with the environmental, mechanical and electrical engineers to incorporate their estimates for those portions of the work into an inclusive project format.

Architectural Cost Consultants, LLC (ACC) is certified as an Equal Employment Opportunity employer with The City of Portland. ACC is registered with the Secretary of State of Oregon, Corporation Division, registration # 610780-86.

Related Project Experience:

	Tualatin Hills Parks & Recreation Beaverton, Oregon Sports Courts Complex	Firstenburg Community Ctr. Vancouver, Washington
Madras Aquatic Center Madras, Oregon	Aquatic Center Harmon Pool Expansion	Juniper Swim & Fitness Ctr. Bend, Oregon
Ray & Joan Kroc Center Salem, Oregon	Swanson Aquatic Center Albany, Oregon	Hillsboro Aquatic Center Addition Hillsboro, Oregon
Forest Grove Aquatic Center Forest Grove, Oregon	OSU Dixon Aquatic Center Addition Corvallis, Oregon	Molalla Aquatic Center Molalla, Oregon
Mt. Scott Community Center Portland, Oregon	Sherwood YMCA Sherwood, Oregon	Marshall / Luepke Community Ctr. Vancouver, Washington
Peninsula Park Community Center Portland, Oregon	East Vancouver Civic Campus Vancouver, Washington	East Portland Aquatic Center Portland, Oregon
Newport Recreation Center Newport, Oregon	Osborn Aquatic Ctr. Addition & Remodel Corvallis, Oregon	Quillayute Valley Aquatics Ctr. Forks, Washington

Architectural Cost Consultants, LLC

James A. Jerde

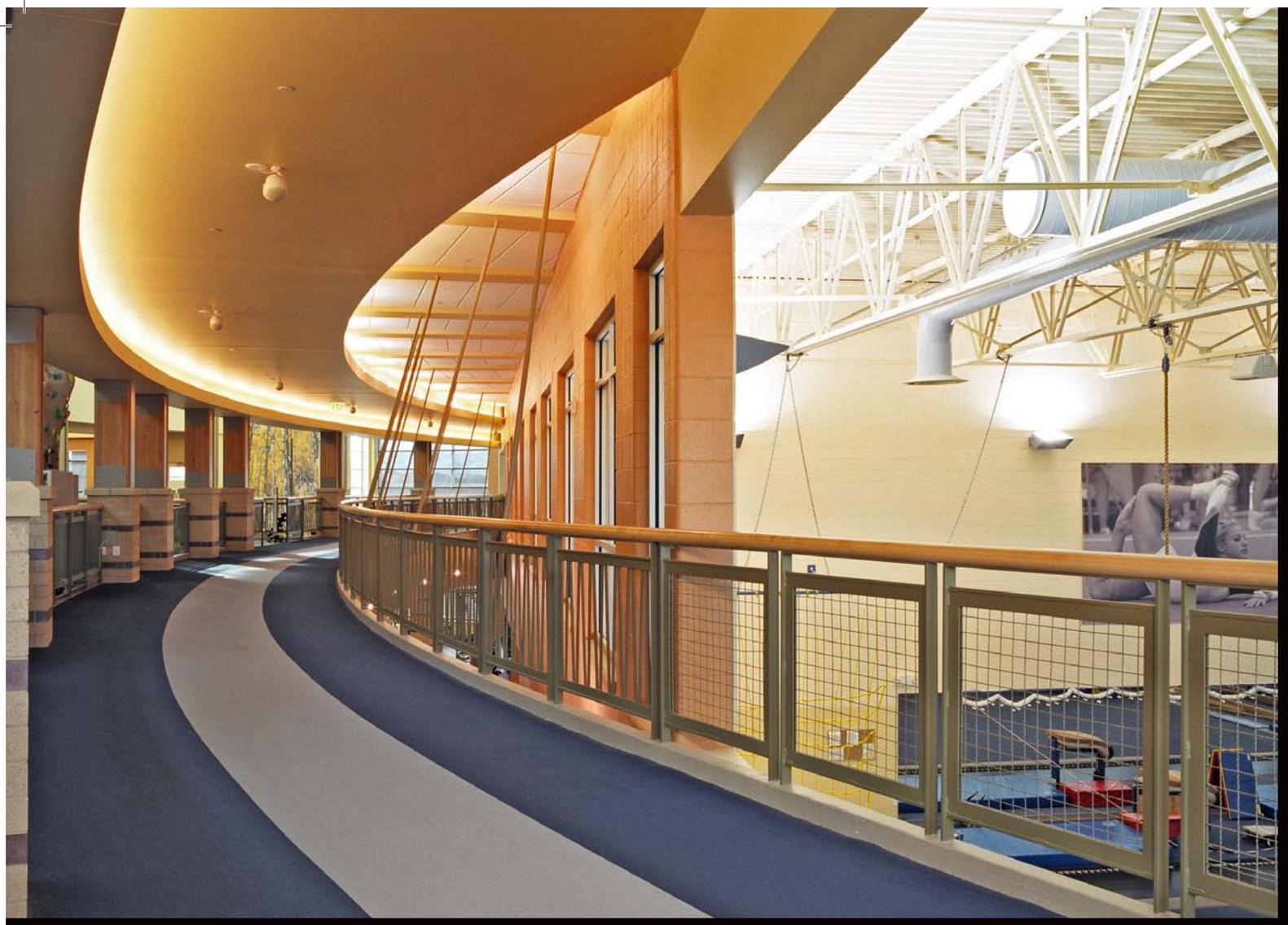
Mr. Jerde is extensively involved in estimating and cost control on projects throughout the West. He has developed spreadsheet formats for effective cost control with particular expertise in reliable conceptual cost modeling at the inception of a project. Jim has been in charge of the estimating and cost control on hundreds of major projects in a variety of building types including health care, educational facilities, transportation systems, urban planning infrastructure, multi-family housing and commercial office buildings.

EDUCATION	Washington State University, 1967 Bachelor of Architectural Engineering
REGISTRATION	State of Oregon, 1972, # 1390 State of California, 1978
PROFESSIONAL EXPERIENCE	Skidmore, Owings & Merrill, Associate 1967-1988 James A. Jerde Architectural Cost Consultant 1988-1994 Architectural Cost Consultants, LLC - Principal 1994-Present

Stanley J. Pszczolkowski

Mr. Pszcolkowski has more than 25 years of experience estimating projects on both the West and East coasts. Stan has been involved in many types of projects, including educational, medical, libraries and housing. Housing projects in the Portland Metropolitan area include affordable housing, transition housing, mixed use developments and condominiums. Stan is also able to provide a unique perspective to the design and building process having worked from both the design and construction sides.

EDUCATION	Texas Tech University, 1977 Bachelor of Architecture
REGISTRATION	State of Oregon, 1982, #2396 State of New York, 1986 Commonwealth of Massachusetts, 1992
PROFESSIONAL EXPERIENCE	Skidmore, Owings & Merrill, Associate 1977-1983, Portland 1986-1987, New York Emerick Construction, Senior Estimator 1983-1986 Thorndike Construction/Development 1987-1988 Dimeo Construction, Senior Planner 1988-1990 SAE Carlson Design Construct Corp., Chief Estimator 1990-1991 KRI Management/Kennedy & Rossi Inc., Senior Planner 1991-1994 Architectural Cost Consultants, LLC - Principal 1994-Present



BARKER RINKER SEACAT

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