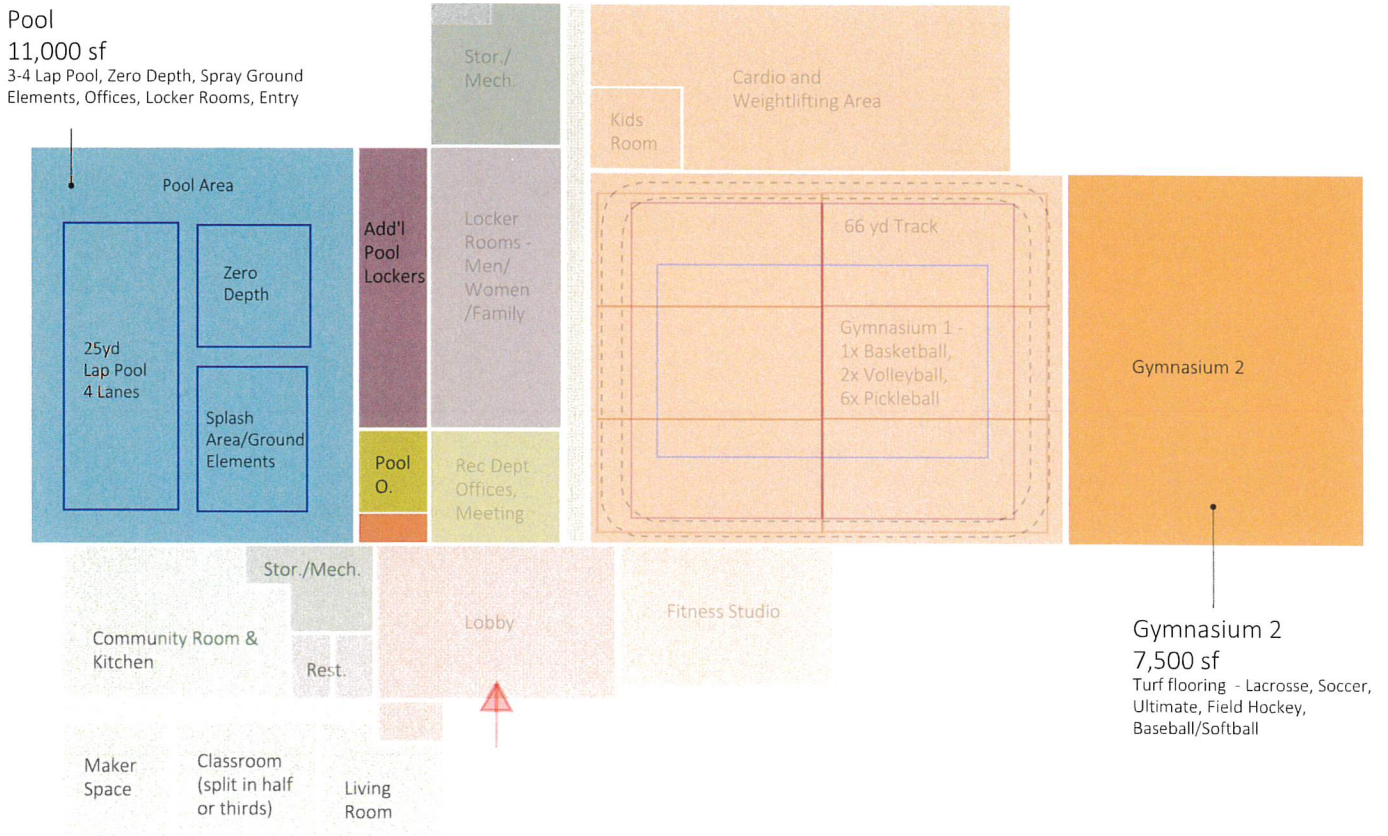


PROPOSAL FOR A RECREATION CENTER FEASIBILITY STUDY

March 4, 2024



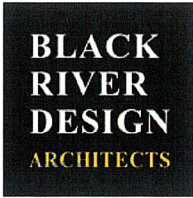
73 Main Street, Suite 9
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March 4, 2024

Michael Jones, Town Manager
263 VT Route 30N
Bomoseen, VT, 05732

Dear Mr. Jones and Members of the Selection Committee:

Black River Design is pleased to submit the following proposal for professional services in response to the Request for Qualifications issued by the Town of Castleton for a study to adapt the Castleton Village School into a recreation center.

Black River Design is a full service architectural design firm based in Montpelier, Vermont serving municipalities, school districts and private institutions throughout Vermont and New Hampshire for almost 45 years. On average, our talented and dedicated staff have been with us for over twenty years and each brings their own unique expertise to our team. Our flexible teaming approach allows you to make use of all of these skills while maintaining a constant contact through the Partner in Charge and the Project Manager who will be with you from start to finish.

We have teamed with BerryDunn, whose team of 20+ members have completed over 650 parks, recreation, and open space planning projects, working with local, state, and national government agencies, as well as with private sector organizations. They will provide the market analysis, develop with you the citizen participation plan, analyze potential partnerships, and perform the operational analysis.

Through our recent work with the Slate Valley School District we are familiar with the building in its former role as the Castleton Village School. We look forward to the opportunity to reacquaint ourselves with the building and endeavor to breathe new life into the building and reinvigorate public usage of this valuable community resource.

Sincerely,

John Hemmelgarn, Partner

SERVICES

Planning

- Campus Master Planning
- Facility Master Planning
- Facilities Capital Planning
- Feasibility Studies

Architecture

- Complete Design Services
- Conceptual Design
- Schematic Design
- Contract Documents
- Historic Renovation

Energy Efficiency and Sustainability

- Design Consulting
- LEED Certification
- Living Building Challenge Certification

Lighting Design

- Exterior
- Interior

Interiors

- Interior Space Planning and Design
- Furnishings, Fixtures, and Equipment Selection

PARTNERS

- Jim Drummond, AIA, NCARB
- John Hemmelgarn, Architect
- Mark Montminy, Architect
- Keith Robinson, Architect

CONTACT INFORMATION

John Hemmelgarn, Partner
 e: johnh@blackriverdesign.com
 p: (802) 223-2044
 w: blackriverdesign.com

ABOUT US

Black River Design Is a professional limited liability company formed in 1978. Our firm includes four partners, four architects, eight designers, one interior designer, one business office manager, and one marketing manager. We work diligently to balance our workload and our flexible teaming strategy ensures that each project is staffed appropriately.

CREATING COMMUNITY

We believe that buildings should bring a community together. On a small scale, we do this by designing spaces that encourage planned and unplanned interaction. On a larger scale, we do this by building consensus around creative and cost effective solutions that serve for generations to come.

ENVIRONMENTAL RESPONSIBILITY

We believe that it is our responsibility to find the right balance between initial cost, operating cost, and long-term sustainability for our planet. We will maximize the energy efficiency opportunities within your budget.

COLLABORATIVE PROCESS

We believe that the end result is greater when everyone is working together towards a common goal. We work hard to maintain a positive attitude and working relationship between all parties.

UNIQUENESS OF EACH PROJECT

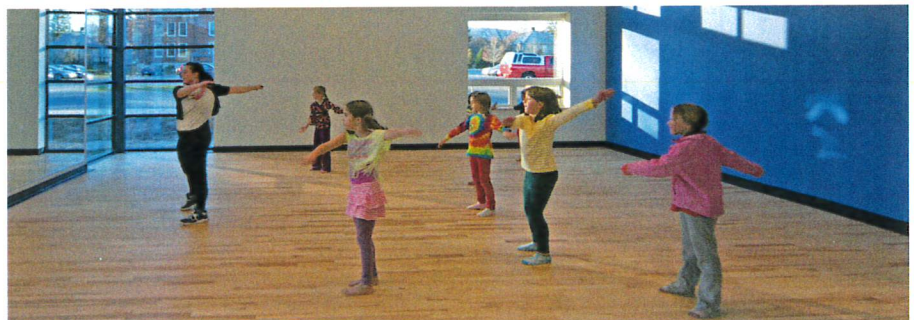
We believe that each client and project is unique. We do not bring preconceived ideas of what is best for your site, building, or institution. Our process begins with understanding your values, your goals for the future, and what makes your project special.

RESPECTING BUDGETS

We believe that budgets are real and are committed to making the most of design opportunities. Our goal is to spend money where it will have the greatest impact on both functionality and aesthetics.

DIVERSITY, EQUITY, AND INCLUSION

We believe that everyone deserves to feel like they belong. As architects, we design spaces that are welcoming, inclusive, culturally aware, accessible, and safe. As employers, we recognize that a staff with diversity of thought and experience strengthens our ability to design spaces for a diversity of clients.



The Williamstown (MA) Youth Center was designed by BRD and is a new state-of-the-art place to come for after school sports, arts and recreation

EXECUTIVE SUMMARY

We see the goal of this feasibility study as gathering/analyzing the needs of the community, assessing the existing assets of the Town and developing several architectural concepts for meeting those needs along with a funding plan to make it a reality. Engaging the community, ensuring that diverse voices are heard, and garnering support will ensure that this project is specifically tailored to your community. Part of the challenge will be designing a process for gathering community input that channels the input into actionable information. A successful process will result in a concept that will be more likely to pass a bond vote.

The following pages describe our current understanding of recreation centers in a general sense. We look forward to the process of learning from you what is currently working and not working in your community and how this project can create a frequently used building that provides accessible and enriching programming that improves the quality of life for Castletonians.

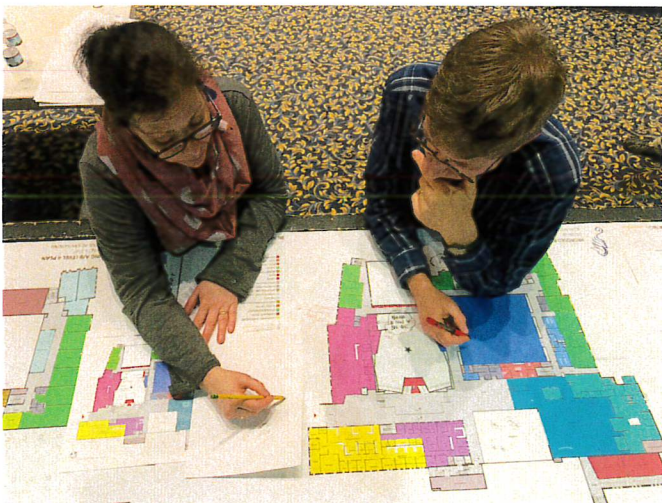
BRD has been serving municipalities and school districts throughout Vermont since 1978. We have a depth of experience with, and in many ways prefer, working with committees and boards to balance the goals of different stakeholders. We are sensitive to maximizing the value of each publicly raised dollar while maintaining a high level of design, functionality, durability, and sustainability. We are committed to exploring multiple solutions to assure that critical issues are identified, considered, and addressed early in the process to avoid prematurely committing time and financial resources to non-viable options.

The following pages show some of our experience with the elements that might go into a recreation center in Castleton. We look forward to the process of working with you, and learning from the community, which elements can gather support for a facility that offers activities, and a flexible social venue, that add to the quality of life.

Our consultant team for this project will bring targeted expertise to each requested scope item. Additionally, we have tried to include team members who understand and are familiar with Castleton. Specifically, our team includes:

- Black River Design
- BerryDunn
- Fuss and O'Neill
- Novelli Engineering
- Engineering Services of Vermont

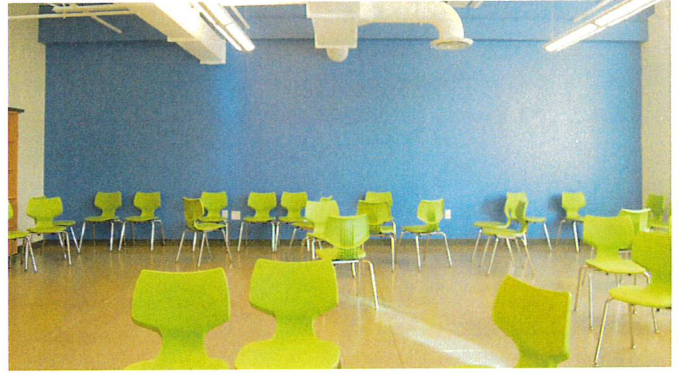
As a team, we look forward to tackling this complex assignment that is critical to the continued growth of Castleton as a vibrant community and desirable place to live.



One of the biggest challenges of programming a renovation for 1,150 students, faculty and staff was relocating classrooms into appropriately sized spaces with adjacencies that fulfill the needs of each department. The process began with an extensive survey of faculty and staff to determine their needs and desires. Based on the survey and meetings with individual departments, a preliminary design was presented for additional feedback.

Wellness/Fitness

Wellness activities can include such things as african drumming, tai chi or “bone builders”. Knowing that what is “hot” today will change in the near future, spaces designed for these activities must be flexible, offer plenty of storage, and be accessible to all during convenient hours. A mix of different sized studios, some with moveable furnishings, others with special flooring, will provide your community with the flexible spaces needed to offer such programs.



Community Learning

Lifelong learning is foundational to a healthy and happy community. Programming such as language classes, discussion groups, game night, and cooking classes drive the need for a variety of spaces and equipment to support those activities. Some spaces can perform double duties while others may be dedicated. Finding the right number and type as well as creating flexible spaces will ensure that the Recreation Center can continue to evolve to meet the changing needs of your community.

Library of Things

The recreation center may also provide a variety of physical equipment to check out and borrow. Making accommodations for items such as gardening tools and sports equipment could be part of the planning and design process.

Children's Spaces

Children's spaces should be bright, inviting, immersive, interactive, and fun. Children know when a space is designed for them because things are developmentally appropriate. Distinct zones for different abilities, interests, and levels of independence ensure that appropriate furnishings and activities are available. Areas for different ages should be arranged on a spectrum and allow for fluid movement between the groupings. Flexible and moveable seating and shelving integrates an element of play and provides spatial separation that is easily adapted for different programs. A strategically placed lounge area for caregivers can act as a bridge between the children's and other areas and provides a place for passive supervision and socialization. With proper planning, a children's area can bring vibrancy to and successfully exist alongside other areas.

Outdoor Spaces

Well designed outdoor spaces can connect the building to the larger community. They don't have to be large or expensive additions to the project to provide opportunities for expanded programs. We would explore how elements such as outdoor outlets, an extended wifi network, porches, sitting walls, and landscaping could enhance outdoor use of the building.

Acoustics

In areas where multiple activities are taking place simultaneously, acoustics become even more important. Providing acoustic separation without limiting functionality or flexibility are important factors when creating a successful space for activities.

Space Planning

It is important to first distinguish spatial needs by type and place them on a spectrum ranging from quiet activities to noisy/group activities. Defining noise and activity levels allows for the creation of adjacencies and separations that will allow all users to comfortably and effectively use each space. Loud, wayfinding, and reception activities can be separated from more contemplative spaces with walls, furnishings, and/or equipment. Special consideration should also be given to locating meeting rooms used for after-hours events so they can be opened to the public without giving full access to the rest of the building.

Encouraging Inclusivity

Creating spaces that users can customize for themselves is an efficient use of space and increases interactions as they arrange, rearrange and circulate in and out of a space. Furnishings should be diverse, modular, easily moved, and provide versatile surfaces for using personal devices such as laptops and tablets.

"Between spaces" also facilitate interaction. Nooks in a hallway and other rest areas allow people to "pull over" from the interior traffic flow. Interior glazing can also enliven a space, not only by bringing in natural light, but by exposing the activities going on in the spaces beyond. The initial concern about distraction is usually replaced by the experience that the transparency provides passive supervision and spontaneous connections.

Supervision and Positive Behavior

Clear sight lines can minimize the staff needed to monitor spaces for undesirable activity. Passive supervision can provide a second layer of security if users feel they are seen by other users and are discouraged from engaging in unwanted behavior. Having spaces open to each other or using glazed partitions where acoustic separation is needed.

Architectural design can also provide subtle cues about behavior expectations in a space. For example, the use of cool and earth tones creates a calm environment and is appropriate in spaces designated for quiet activities. Warm and lively colors indicate that a space is intended for more energetic use. In addition, views to the outdoors provide positive distraction and research has proven that natural daylighting improves mood.

Furnishings can also say a lot about the expectations for a space. Casual soft furnishings invite socialization. Formal, cubicle, and carrel furnishings indicate that the space is intended for quiet study.

Appropriate behaviors can also be increased through giving patrons the ability to control their experience. A combination of spaces that are open and airy with other spaces that are intimate offers a feeling of choice. Operational windows and moveable furnishings also allow individuals to manage their physical environment and suggests to people that they are trusted to manipulate their own space.

INTRODUCTION

The Town of Castleton is interested in assessing the former Castleton Village School as a location for a new recreation center. This center would increase multi-generational recreation opportunities for residents while providing long-term value to the Town.

TASK 1: PERFORM PROJECT OVERVIEW

1.1 Attend Initial Project Planning Meeting . We will attend an initial project planning and discovery session to identify stakeholder groups, project team members, project milestones, and expectations. We will discuss our proposed project schedule, project work plan, and roles and responsibilities. Outcomes of this discussion will be used to develop the Project Work Plan and Schedule in Task 1.2.

1.2 Develop a Project Work Plan and Schedule. We will develop a Project Work Plan and Schedule, for the Black River Design project manager that will outline our communication and scope; review a timeline to schedule project meetings; and identify stakeholder groups. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the Town related to project control, including quality management and deliverable submission/acceptance management.

1.3 Conduct a Data Review. One of the most important elements of this process will be our team's ability to gain a breadth of knowledge about plans, structure, operations, and systems, as well as client's staff and community. To start the process, we will submit an information request to the Town's project team to gather applicable documents and data.

1.4 Attend a Kickoff Meeting. We will attend a project kickoff presentation with the project team that will serve as an opportunity to introduce our project team members, discuss goals, present our project approach and methodology, review the final schedule of key project dates, and answer any questions the Town's project team may have.

1.5 Site visit and written assessment of existing systems in narrative form to include identification of major components, condition and serviceability of said components, options for deficiency resolution, and what, if any capacity for expansion/modification exists. Narrative should also identify potential deficiencies as relate to snow drift loads as well as lateral load resistance without engaging in detailed structural analysis. Black River Design will be developing conceptual space planning layouts and will look to Novelli Engineering for comment on these options as relate to pertinent structural systems , and a comparative ROM estimate of potential improvements for each option (3 max). No additions are anticipated to the existing building.

1.6 In addition to these engineering assessments, Black River Design will review other available pre-existing reports and perform assessments of

- Building envelope (roofing, windows, insulation,etc)
- Fire Code compliance
- ADA compliance
- Interior and exterior finishes

These assessments will be forwarded to Berry Dunn as base information for their work.

TASK 2: MARKET ANALYSIS

2.1 Develop a Market Analysis. Our team will assemble data on existing public and private recreation facilities in the Town and surrounding areas. We will evaluate levels of use, marketing and promotion efforts, and technical capabilities. Data will include, at a minimum:

- Descriptions of facilities and amenities
- Current use/activities
- Current attendance/marketing efforts
- Political, structural, and organizational factors
- Operating costs and management and operational structures

We will examine and review the current services, participation levels, operation, and structure, relating to recreation facilities, programs and services, and identify opportunities for improvements and future needs. Research also includes types of amenities, fee structures, and any other operating data available. We will review, analyze, and report on the findings to help inform more accurate operations. We will utilize our information from relevant plans, as well as reach out to alternative providers in the area.

2.2 Prepare a Market Analysis. We recognize that background data and current usage cannot alone tell the full story of the Town's needs and opportunities. As such, for this master plan, we will utilize our nationwide parks and recreation experience to analyze and summarize potential market influences to identify gaps and collaborative opportunities for the Town for short-term recommendations and long-term goals.

2.3 Assess Demographics and Population Projections. We will identify the constituency of the Town through a demographic analysis and market profile, utilizing all information available from previous planning efforts and gathered from the Town, the U.S. Census Bureau, Esri sources, and other national and local sources. We will work directly with the project team to help document growth, redevelopment areas, and land use changes.

A detailed demographic analysis based on service areas will outline trends and information that could affect the need for various multi-generational recreation programs. We will compare demographics with information from the Sports & Fitness Industry Association to help determine potential usage patterns and programming.

TASK 3: CITIZEN PARTICIPATION PLAN

3.1 Create a Detailed Engagement Strategy. To determine potential gaps in recreation services and help the Town determine potential building and programming opportunities for the recreation center, we will engage residents and other key stakeholders in the feasibility study process.

As we develop the Detailed Engagement Strategy with the Town, we will:

- Discuss both virtual and in-person options
- Identify and describe methods of community involvement
- Identify key stakeholders
- Create a schedule for public input events and surveys
- Develop a schedule for the promotion and coordination of stakeholder input events
- Identify specific stakeholder interview and focus group questions.
- The Detailed Engagement Strategy will also be developed with the Town's culture and identity in mind.

3.2 Engage Internal Leaders and Staff. Internal engagement with the Town will include interviews and focus groups with Town leadership, management, and staff, examining recreation programs, services, and facility operations. We anticipate meetings with:

- Castleton Recreation Commission leadership
- Full time and key part time Town staff
- Other Town staff as needed

Internal stakeholders will have an opportunity to provide input regarding the future direction of recreation center programming needs. Staff perspectives are extremely important, and our approach intentionally involves staff throughout the entire process, as they will have responsibility for implementing the recommendations we develop.

3.3 Facilitate Focus Groups. We will hold focus groups with representatives from the public, special interest groups, associations, and other service providers. This method ensures a nucleus of participants with vested interest while also encouraging others to participate.

3.4 Facilitate Public Input Sessions. Our team will facilitate in-person public input meetings to collect input from key community stakeholders. We will seek input from businesses, nonprofits, public agencies, and volunteer partners, as well as any neighborhood alliances and representatives. Further, we will routinely reach out to representatives of identified under-represented population groups and engage them in the assessment and recommendations development process, helping to ensure an inclusive and equitable engagement process.

3.5 Prepare an Engagement Feedback Summary. Our team will provide a summary of insights gleaned through the engagement process. Key findings generated from the current master planning process and engagement activities will be assessed in relationship to each other. We will identify the common trails-related themes woven throughout the meetings, electronic engagement tools, and potential service gaps, as well as any pertinent observations garnered through the feedback. This assessment of community needs will help inform recommendations.

TASK 4: PARTNERSHIPS

4.1 Develop a List of Potential Partners. We will provide an analysis of potential partners in the area along with a cost/benefits analysis of realistic partnering opportunities. In this analysis, we will provide a detailed assessment of the feasibility of partnering with Castleton University and local physical therapy and rehabilitation businesses.

TASK 5: REVIEW PRELIMINARY FINDINGS WITH COMMITTEE

Black River Design and BerryDunn will meet with the committee to present the up to date findings and confirm the parameters and overall direction of the conceptual layout and design.

TASK 6: CONCEPTUAL LAYOUT AND DESIGN

6.1 In conjunction with the program assessment and in collaboration with the site/civil engineer, BRD will develop and present up to three conceptual building layout options.

TASK 7: PROJECT CAPITAL COST ESTIMATE

7.1 A comparative Rough Order of Magnitude cost analysis will be provided with each option.

TASK 8: OPERATIONAL ANALYSIS

8.1 Develop Annual Operational Budget Projections. Based on all the information gathered and provided, we will develop annual operational and maintenance budget projections to include all expenses and revenues associated with programming and facilities at the recreation center. The projected operational and maintenance budgets will include staffing levels, benefits, commodities, contractual services, and utilities, considering hours of operation and other key operating assumptions. Revenue opportunities may include pricing strategies, rentals, concessions, team registration fees, program fees, merchandising, events, partnerships, sponsorships, cost recovery, and desired subsidy levels. We will identify potential alternative funding sources including grants, foundations, gifts, sponsorships, fees, etc. Fee structures will be based on the identified fees from daily use, rentals, and other factors determined during the comparative analysis. Revenue is estimated taking recommended fee schedules into account.

8.2 Prepare an Operations Assessment. We will assess the general organizational performance of the recreation center and to look for potential efficiencies, including an analysis of current policies, procedures, processes, and business planning efforts already conducted by the Town. We will also analyze available previous planning efforts, historical perspective of similar facilities in the community, customer satisfaction, retention, and other performance indicators.

8.3 Create a Projected Pro-Forma. Our team will create a five-year pro-forma, projecting the expenses, revenues, and cost recovery anticipated when operating the programs and amenities at the proposed recreation center. The pro-forma will be based on the operational budget projections, as well as all the information provided by the Town. These figures will project increases in participation, as well as estimated inflationary costs and/or price changes. The pro-forma will also include:

- Attendance estimates
- Fee Structure: Drop in, annual membership, rentals, etc.
- Revenue generation projections
- Identification and verifications of revenue sources
- Revenue by programs, facility rentals, etc.
- Operating cost projections
- Identification and verification of potential costs
- Cost of personnel, utilities, capital replacement etc.
- Revenue and expenditure comparison

8.4 Develop a Draft Study. After validating the Findings and attending a workshop with the project team and the Town, our team will begin drafting an operations and programming assessment for the proposed recreation center with a minimum of two recommended approaches and supporting analysis for developing and operating a facility type facility at the proposed location. We will provide cost estimates for a phased implementation plan.

TASK 9: FINAL REPORT

9.1 Finalize the Study. We will submit our section of the report to the project team for review and will finalize the report using input gathered in the final review and approval process.

PRICING

	Black River Design	BerryDunn	Novelli Engineering	Engineering Services of Vermont	Fuss and O'Neil	Total by Task
Task 1	\$12,000	\$9,713	\$1,500	\$3,000	\$3,690	\$29,903
Task 2	\$2,145	\$21,450				\$23,595
Task 3	\$314	\$3,140				\$3,454
Task 4	\$296	\$2,960				\$3,256
Task 5	\$2,000	\$500				\$2,500
Task 6	\$5,000		\$250	\$500	\$2,190	\$7,940
Task 7	\$3,000					\$3,000
Task 8	\$1,246	\$12,460				\$13,706
Task 9	\$3,500	\$7,560	\$250	\$500	\$670	\$12,480
Total by Consultant	\$29,501	\$57,783	\$2,000	\$4,000	\$6,550	\$99,834

BLACK RIVER DESIGN ARCHITECTS

BRD has been serving municipalities and school districts throughout Vermont since 1978. We have a depth of experience with, and in many ways prefer, working with committees and boards to balance the goals of different stakeholders. We are sensitive to maximizing the value of each publicly raised dollar while maintaining a high level of design, functionality, durability, and sustainability. We are committed to exploring multiple solutions to assure that critical issues are identified, considered, and addressed early in the process to avoid prematurely committing time and financial resources to non-viable options.

Our process is designed around you. We begin by understanding your values, your goals for the future, and what makes your community unique. We strive to create a process that is tailored to your specific project, site, and culture. We believe organizations are communities and should be designed to work that way. Black River Design's approach to design is varied and flexible but our expertise in library design and in helping stakeholders develop consensus will be important contributions to the success of this project.

The design process should be fun. Our process is collaborative and inclusive and community oriented. Black River Design has extensive experience and expertise in design, and its evolving trends. That knowledge and experience provides a resource for working with you to rethink and retool your environment so that it will serve your needs now and for the next generation.

Success hinges on the group effort. When all stakeholders feel like the process is inclusive and productive, they are more willing to find a balance among competing priorities and work toward a common goal. We take our role as facilitator seriously. We have developed a methodology for gathering input, incorporating ideas, and balancing the priorities of different groups. As a neutral expert, we can also help diffuse the emotions that sometimes arise during the process.

BerryDunn

All of our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors. We apply that experience directly to all our consulting services and leverage this experience to help municipal and county parks and recreation departments achieve their management and planning goals.

Collectively, our Parks, Recreation, Libraries team of 20+ members has completed over 650 parks, recreation, and open space planning projects, working with local, state, and national government agencies, as well as with private sector organizations. Your BerryDunn project team consists of professionals with many years of experience operating the assets you manage.

All of our client engagements are defined by supporting our clients' vision, focus, and continuous improvement by looking beyond the industry. We strive to assure quality by understanding your expectations up front, developing a reasonable and achievable project approach, gaining concurrence on project tasks and timing, and using appropriate staff for each engagement.



Designed by BRD, the Family Center of Washington County's new childcare center has filled an urgent need in the community

BLACK RIVER DESIGN ARCHITECTS



Williston Library and Community Center Study

Erik Wells, Town Manager
 Town of Williston
 7900 Williston Road
 Williston, VT 0549
 e: ewells@willistonvt.org

Fair Haven Union Middle School Addition and Renovation

Chris Cole, Director of Operations
 Slate Valley Unified School District
 p: (802)265-4905
 e: ccole@svuvt.org

Westford Library Accessibility Study

Bree Drapa, Library Director
 Westford Public Library
 ph: (802) 878-5639
 e: westfordpubliclibrary@gmail.com

Oxford MA Community Center Study

Brent Mangel
 Mangel Distefano Architects
 200 Ayer Rd., Suite 200
 Harvard, MA 01451
 p: (978) 456-2810
 e: bmaugel@maugel.com

Scarborough, Maine

Amelia Kurtz, Portland Trust Co.
 Two City Center
 Portland, ME 04101
 p: (207) 558-6220
 e: amelia.kurtz@portlandtrust.com

Town of Manchester, CT

Christopher Silver
 Director Department of Leisure, Families and Recreation
 41 Center Street | PO Box 191
 Manchester, CT 06045-91
 p: (860) 647-3085
 e: csilver@manchesterct.gov



DESIGN TEAM	
<p>Black River Design, Architects</p> <p><u>Partner-in-Charge</u> John Hemmelgarn, Architect</p> <p><u>Project Manager</u> Andrew McCullough, Designer</p>	<p>BerryDunn</p> <p><u>Practice Advisor</u> Barbara Heller, MPA</p> <p><u>Supporting Consultants</u> Tom Diehl, MS, CPRP Jesse Myott, MA</p>

ENGINEERS		
<p><u>Civil Engineer</u> Fuss and O'Neill White River Junction, VT - Daniel Monette, P.E., Project Manager</p>	<p><u>Structural Engineer</u> John Novelli, P.E. Bennington, VT</p>	<p><u>MEP Engineer</u> Engineering Services of Vermont Rutland, VT - Daniel Dupras, P.E. - Claus Bartenstein, P.E.</p>

DESIGN TEAM	
<p>Partner-in-Charge John Hemmelgarn, Architect</p>	<p>John has been a partner at Black River Design since 1999 and has over three decades of experience working with volunteer committees and school boards to create custom and cost-effective solutions for each community. He is a skilled facilitator in managing the challenges, opportunities and personalities that a public process brings.</p>
<p>Project Manager Kevan Kasmai, Designer</p>	<p>Kevan is an organized and experienced project manager with a strong appreciation for the balance between the natural and built environment. He enjoys working on projects ranging from private residences to large institutional and community buildings.</p>
<p>Parks and Recreation Consultant Barbara Heller, MPA Practice Advisor</p>	<p>Barbara Heller is a practice advisor for Berry Dunn's Parks, Recreation, Libraries Practice. She offers deep industry expertise built upon 40 years of experience working in and with agencies on strategic planning, needs analyses, master planning, financial analyses, cost recovery, and quality assessments. She leverages this experience to help municipal and county parks and recreation departments achieve their management and planning goals.</p>
<p>Tom Diehl, MS, CPRP Supporting Consultant</p>	<p>Tom Diehl is a manager in our Parks, Recreation, Libraries Practice. He is a recreation and athletics management professional with 38 years of experience serving both public and private institutions. He has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.</p>
<p>Jesse Myott, MA Supporting Consultant</p>	<p>Jesse Myott is a senior consultant in BerryDunn's Local Government Practice Group. He brings nearly a decade of public sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services.</p>
ENGINEERS	
<p>Civil Engineer Fuss and O'Neill White River Junction, VT - Daniel Monette, P.E., Project Manager</p>	<p>Fuss & O'Neill aims to create sustainable, productive, and healthy places for people to live, work, and play. They offer a complete range of site/civil engineering services and have substantial experience working with municipalities, quasi-public agencies, educational facilities, utilities, land developers, healthcare facilities, and architects.</p>
<p>Structural Engineer John Novelli, P.E. Bennington, VT</p>	<p>Novelli Engineering is known and trusted for superior engineering services and innovative design, as well as active and extensive collaboration throughout the design process. John's extensive knowledge is reflected in a careful and comprehensive approach to each project.</p>
<p>MEP Engineer Engineering Services of Vermont Rutland, VT - Daniel Dupras, P.E. - Claus Bartenstein, P.E.</p>	<p>Engineering Services of Vermont are experts in HVAC, plumbing, fire protection, lighting, power distribution, communications and Life Safety alarm systems. They have the capabilities to provide facilities analyses, complete engineering, design and support services for any size project from concepts through construction.</p>

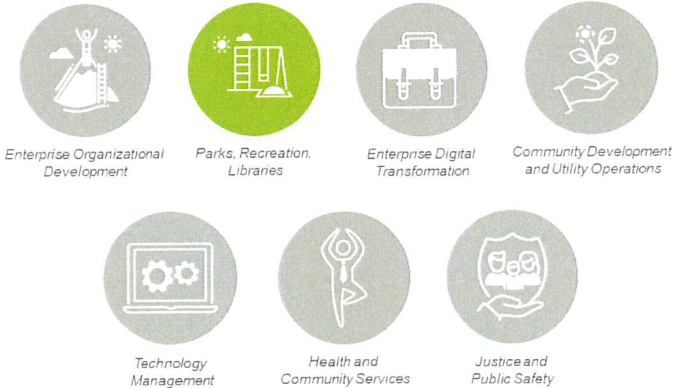


Helping clients strengthen operations, innovate, and enhance services that benefit their communities

BerryDunn's Parks, Recreation, Libraries Practice provides master and strategic planning, feasibility studies, needs assessments, change management, financial analysis, and service quality assessments. We offer our clients deep industry expertise in parks, recreation, and cultural resources planning built upon decades of experience working in and with agencies on master planning, strategic planning, needs analyses, financial analyses, cost recovery, and quality assessments. Our team leverages this experience to help municipal, regional, and county parks and recreation departments achieve their management and planning goals.

All of our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors. We apply that experience directly to all our consulting services and leverage this experience to help municipal and county parks and recreation departments achieve their management and planning goals.

Collectively, our Parks, Recreation, Libraries team of 20+ members has completed over 650 parks, recreation, and open space planning projects, working with local, state, and national government agencies, as well as with private sector organizations. Your BerryDunn project team consists of professionals with many years of experience operating the assets you manage.



All of our client engagements are defined by supporting our clients' vision, focus, and continuous improvement by looking beyond the industry. We strive to assure quality by understanding your expectations up front, developing a reasonable and achievable project approach, gaining concurrence on project tasks and timing, and using appropriate staff for each engagement.



Portland ME



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Charleston WV



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San Juan PR



Town of Scarborough, Maine Feasibility Study for an Indoor Community Center



The Greater Portland region saw positive population and economic growth in the last decade. Consequently, there was tremendous opportunity for public sector organizations like the Town to offer expanded recreational services to their constituents. The Scarborough Ad-Hoc Community Center Advisory Committee (Committee) gauged public interest in exploring the addition of a public Community Center, leased as part of the planned private recreational facility developed by EDGE Sports Group, which would include an indoor ice rink, and indoor and outdoor turf fields. To aid the Town, our team conducted a demographics analysis and market assessment via industry research and engagement meetings and workshops with EDGE Sports Group and Scarborough Downs representatives. We then conducted an operational cost analysis to determine a staffing plan, operations and maintenance costs, revenue studies, and partnership opportunities. Our final report featured a pro forma that contained a detailed summary of five-year projections of operational expenses and revenues for the facility, as well as funding mechanisms and partnerships.

REFERENCE

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Oxford, Massachusetts Community Center Feasibility Study



The BerryDunn Team developed a Feasibility Study for the Oxford Community Center. This plan was a collaborative effort with Town staff and the community and provided a realistic assessment of the Oxford Community Center located at 4 Maple Road. This study determined community need for a multiuse recreation facility and evaluated whether the current center could be renovated to meet these needs. Our team worked closely with the Town to assess these needs and to determine the programming space elements required. We assessed options for renovation of existing facilities, partnerships opportunities with other public, private, and not-for-profit sectors, and/or alternative sites for new construction. Our team engaged members of the Oxford community to determine their needs and make recommendations on how the new facility can fill potential gaps.

REFERENCE

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