

TICKETING



FERUARY 23, 2023

Request for Qualifications  
Regional Sports Complex Feasibility Study  
**Chelan Douglas Regional Port Authority**  
East Wenatchee, Washington

We bring our clients' stories to life.™



We bring our clients' stories to life.

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February 23, 2023

Chelan Douglas Regional Port Authority  
1 Campbell Parkway, Suite A  
East Wenatchee, WA 98802

alscarchitects.com

ATTN: Stacie de Mestre

RE: Feasibility Study  
CDRPA Regional Sports Complex

Dear Stacie & Selection Committee Members:

Congratulations! In aligning everything needed to begin a feasibility study such as this, you have already accomplished what many communities still need to do. We are excited for you, your Selection Committee, and your community as you embark on this exciting adventure!

With sincere interest and great enthusiasm, ALSC Architects submits our Statement of Qualifications for your Regional Sports Complex Feasibility Study. Led by ALSC Principal-in-Charge, Rustin Hall and supported by Troy Bishop, Design Principal, Andrew Leeper, Project Manager, and our consultant partners, our proposed team is a highly experienced group of professionals bringing the talent, expertise, and rigor necessary to meet your expectations on this important project.

This particular opportunity is of exceptionally high interest to us. We are already working with key community leaders in Wenatchee Valley on significant projects such as the Convention Center Expansion, the new YMCA, and the Pangborn GA Terminal renovation. We would love to continue building on those relationships through this study and produce something remarkable for the Wenatchee Valley! We have completed highly relevant feasibility studies for other municipalities and have designed numerous sports, recreation, and aquatics facilities throughout central and eastern Washington. Some of our most recent projects are highlighted in the attached Statement of Qualifications.

Your project will require a team with the right DNA to successfully maneuver the gauntlet of consensus building, public outreach, and feedback, and bringing multiple stakeholders together for the common good of your region. Our team brings a proven track record of working in that space and finds deep satisfaction in knowing the dramatic positive cultural and economic effects that projects like this can have on your community.

We look forward to collaborating with you and respectfully request an opportunity to discuss your project and our approach in more detail. Thank you for considering the ALSC team as your partner in this exciting work!

Sincerely,

Rustin Hall  
Principal-in-Charge  
rhall@alscarchitects.com

Troy Bishop  
Design Principal  
tbishop@alscarchitects.com

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# Understanding Scope



## Understanding of the project

The primary driver of this project is to improve the quality of life for your residents through investment into improvements in the Wenatchee Valley. This project was initially identified as a regional priority in the 5-year Action Plan (2022 – 2026) produced by Our Valley Our Future. Identified as a Regional Aquatic and Sports Complex spearheaded by local stakeholders and 12th District Sen. Brad Hawkins, the desire for the project to reach the broadest population possible has brought the project into a wider lens of aquatics plus other sports venues. This study has multiple key stakeholders, including the port, the city of Wenatchee, East Wenatchee, Chelan County, and Douglas County. City officials, county commissioners, port commissioners, and chamber representatives have all contributed to this current process of consultant selection to test the feasibility of a regional

Projects of this nature can be game-changers for a local economy. Done correctly, there is something for everyone in community-driven facilities like this. Whether one is an athlete, coach, parent or relative, participant or spectator, sports have a universal appeal that communities across America are recognizing and cashing in on. The potential of economic development through “heads in beds” and the spending on hotel stays, restaurants, and other retail from sports tournaments alone is staggering. There is also a significant benefit in leisure usage – not just in revenue generation, but in the intangible value of developing a heart in a community for socializing and drawing everyone together.

## Components of the Study

The study will focus on three key components: economic impact and forecasting, facility options, and site analysis. The study will include an existing conditions survey, demographics, market analysis, public input, regional and local facility comparison, facility options (including programming and capital costs), site analysis, financial performance estimates, economic impact, and funding options. The study area includes all of Chelan and Douglas counties, with a total population of 124,000.

## Potential Challenges

For your consideration, here are our initial thoughts on potential challenges to be faced:

- a. **Site Selection:** The challenge will be in creating an objective set of site analysis criteria *BEFORE* starting the process of potential site identification. With regional projects and multiple municipalities involved, the process can quickly turn political if the ground rules are not set early. We will create a list of weighted criteria based on your priorities and goals to be equally applied to every site to be considered and score the sites based on an objective process and criteria.
- b. **Biased Public Input:** Short of a statistically valid random survey, all public input will be biased in some way. A compilation of community members who self-select to participate will not necessarily accurately reflect your overall community's perception of the project. More

significant numbers of respondents to online surveys and public forums will help achieve a well-balanced response to the project.

- c. **Inclusive public participation:** Our goal in public outreach is always to connect with all demographic groups, including those with technology or language barriers. We must rely on more than social media to perform outreach. We will need access to any existing networks that effectively access these demographic groups and use whatever means are necessary – flyers, posters, attachments to utility bills, school Friday folders, whatever system will work.
- d. **Public Perception:** The makeup of your Steering Committee will be critical to gain and keeping public trust in the feasibility study process. Typically we see committees made up of community leaders that are driving the study being more trusted and more successful than those dominated by public officials.
- e. **Multiple Stakeholders, Multiple Agendas:** Given the wide array of key stakeholders, including the Port, Cities of Wenatchee and East Wenatchee, Chelan County, and Douglas County, the challenge will be to reach a consensus. The list of considerations that will dominate this study is long, from avoiding competition with existing programs to prioritized programming, leisure versus competitive use of venues, governance decisions, and final facility location. Our experience has led us to identify these divisive issues early and set a robust decision-making framework to guide the project toward success.
- f. **Traffic/Infrastructure Improvements:** Given the likely magnitude and scope of this project, significant attention needs to be given to the impacts the project will have on existing infrastructure. Significant improvements will be required from utilities to traffic to support the added loads. This project will bring and will add significant costs to the project, and this consideration needs to be considered throughout the study.

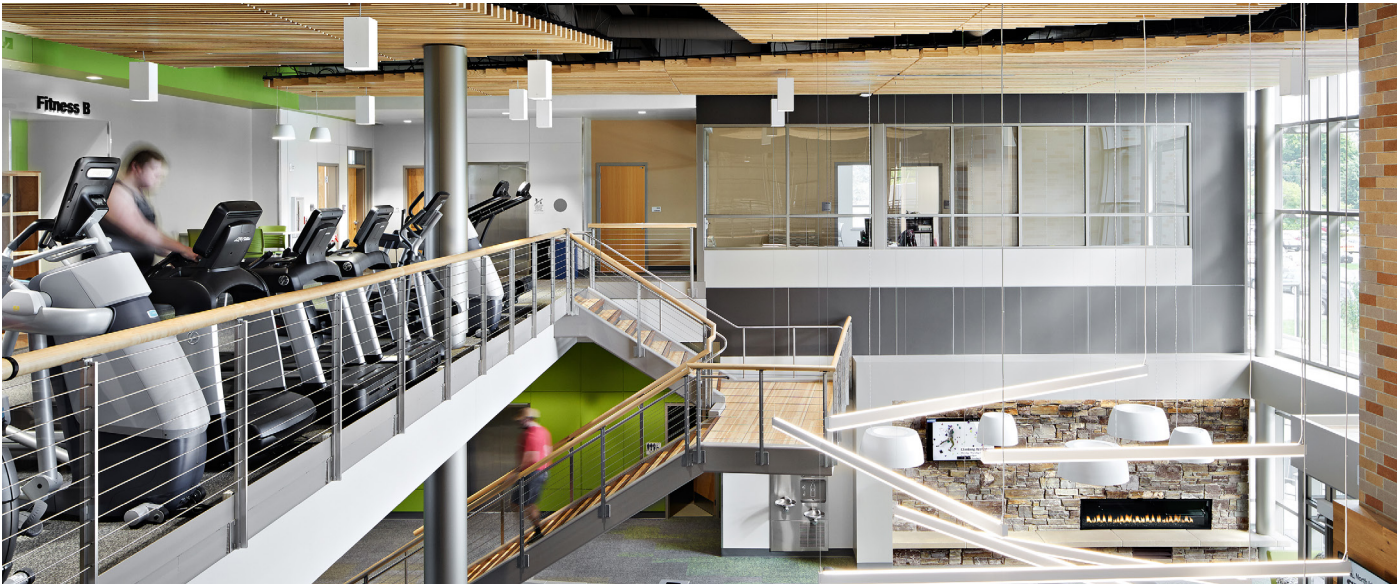
## Suggested edits/additions to the scope of work

We have the following suggestions for modifications to your Scope of Work:

- a. **Item 4. Market Analysis:** One important task to be listed is seeking potential community partners when developing the project scope. These partners can provide services (i.e., YMCA providing management or maintenance services), become tenants in leased space and provide revenue to offset operating expenses and improve cost recovery rates, or provide one-time capital donations or ongoing operational dollars. Early evaluation of the potential for partners can significantly impact the trajectory of the remainder of the study.
- b. **Item 4 f. Projected Return on Investment/Economic Impact:** To complete this task, the project must be defined with enough detail to project the financial performance, which informs the ROI and Economic impact studies. This work would likely take place in Phase II under Item 11.
- c. **Item 12 a. Voter Approved Funding Options:** This task is crucial in understanding the project’s governance, funding capacity, and mechanisms tied to each potential approach. Some are tied to property taxes and valuations, whereas others are bound to sales taxes. REITs, Lodging Tax funds, and other tax sources offer many variables when compiling the “Capital stack” for construction and operations dollars. This task may need to be completed earlier, perhaps in Phase I, to further inform the funding targets and establish the project scope, phasing, and schedule.
- d. **Survey of Voter Support:** We recognize that others list this as a future task. We have found that a statistically valid random phone survey with 95% accuracy is a vital tool in knowing whether or not your community will support the feasibility study results and how effective your community engagement/education program has been. We have conducted these types of studies within the feasibility scope to validate the work in progress. We most often have used Strategic Research Associates for these statistically valid surveys with excellent results. The fee would likely fall in the range of \$30,000.
- e. **Traffic Study:** As noted above in potential challenges, at least an initial traffic impact analysis should be considered to set a ballpark range of anticipated scope and cost for the off-site improvements required to support the project.

# Project Approach

In the description below we have used the scope of work outline from your RFQ to describe the parties responsible for the work, how each step relates to the other steps, and how our team will interface with your Steering committee:



## PHASE I 4/12/23 – 8/23/23

### 1. Executive Summary

As the prime consultant for this study, ALSC will lead the preparation of the full feasibility study report and prepare the Executive Summary. ALSC will work with the Steering Committee representatives to do an extensive review of the contents of the published study and subsequent Executive Summary with ample time given for review and comment prior to finalization. Rather than waiting for the final draft to be available for review, we will often reveal the first sections upon completion, which alleviates workload over the course of time for reviews

### 2. Existing Conditions

- a. Public Facilities
- b. Private Facilities

Ballard\*King will provide the in-depth analysis of existing conditions of public and private businesses as a key component of understanding the regional context this project will reside in. B\*K will complete an initial draft list of businesses to include and provide the draft list to the Steering committee for review and comment. This is also the first step in identifying potential partnerships in the community, with potential relocations of businesses into this project's scope of work.

### 3. Demographics

- a. Gap Analysis on Available Data
- b. Population Growth
- c. Age Distribution
- d. Residents with Disabilities

Ballard\*King will utilize nationally recognized resources to complete this scope of work. B\*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes Census data and their demographers for future projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B\*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities. Interface with your Steering Committee will focus not only on the findings from this analysis but also how that information informs decisions to be made on your project.

### 4. Market Analysis (Ballard\*King Lead, WTI Assist)

- a. State of Aquatics and Athletics in the Region
- b. Participation Estimates
- c. Aquatic and Athletics Trends
- d. Market Segments
- e. Aquatic and Athletic Event Analysis
- f. Projected Return on Investment/Economic Impact

Ballard\*King will conduct the market research. This portion of work largely relies on information produced by the National Sporting Goods Association (NSGA) to overlay the demographic profile to determine potential participation estimates in various activities. Water Technologies Inc. (WTI) will assist with the specialized aspects of the state of aquatics and aquatics events in the region. The national and regional findings will be presented to the Steering Committee in draft form for consideration. The Steering Committee will be asked to share other local/regional knowledge to be considered and implemented into the final report.





## 5. Public Input

- a. Steering Committee
- b. Focus Groups
- c. Public Interest Survey

ALSC staff will lead the overall public outreach efforts for the study, assisted by Arcus Pace who will lead strategic communications planning and execution. ALSC will work with the Steering Committee early on in this effort to finalize all aspects of public outreach, from methodologies for inclusion of all demographics, to identification of all key stakeholders in your community. Through surveys, interviews, virtual and in-person forums, participation in existing local public events and many other methods, we will effectively create the 2-way communication pathways needed to share and receive information from your community. The results of this outreach will be the foundation blocks for the facility program, which will be finalized in Phase II.

## PHASE II 8/28/32 – 1/10/24

### 6. Goals and Objectives (ALSC Lead, Team Assist)

With the completion of Phase I tasks, ALSC will work directly with the Steering Committee in summarizing and interpreting the findings from those tasks. ALSC will lead a session with your leadership to establish Guiding Principles, which are powerful statements based on your mission and vision for the project. These statements will represent your measures of success for the project and provide a structure for evaluating the numerous conceptual solutions the team will present to you under Task #8.

### 7. Regional and Local Facility Comparison

- a. Size and Features
- b. Feasibility to Support Existing Local Facilities
  - i. Financial/Operational Support
  - ii. Ownership

Ballard\*King will research and construct the list of related existing facilities with programming similar to the potential programs identified for this project. We will ask the Steering Committee to review the list and augment it with further local knowledge as required. It is imperative that we gain a full understanding of all related existing providers to understand the potential impacts the new facility could have on their operations, either negatively or positively. B\*K will present their findings to the Steering Committee for the purpose of prioritizing those program features that maximize impact on the new facility and minimize impacts on existing businesses. This task is another opportunity to identify potential partnerships for funding, operating, and maintaining the facility.





## 8. Facility Options, Programs, and Capital Costs

(Facility options may change based on data collected in Phase I)

- a. Sports Complex and Aquatic Center
  - i. Baseball 4-Plex, Sport Courts, Turf Fields, etc.
  - ii. Indoor Olympic Size Pool
  - iii. Leisure and Therapy Pools – Indoor/Outdoor
- b. Year-Round Aquatic Center
  - i. Indoor Olympic Size Pool
  - ii. Leisure and Therapy Pools – Indoor/Outdoor
- c. Outdoor Aquatic Center
  - i. Outdoor Olympic Size Pool
  - ii. Leisure and Therapy Pools – Outdoor

ALSC will lead this critical phase of the work. It is this phase that all previous work will manifest into tangible facility options. This work is iterative in nature, meaning that numerous options will be prepared by ALSC and WTI, and presented to the Steering Committee. Using the guiding principles developed in Phase I, each option will be evaluated, leaving space for the best solution to be chosen. The team will then return to the studio and test new concepts based on feedback received and return to present the refinements. Each concept will include a rough order of magnitude capital cost projection provided by our cost consultants. After several rounds of refinement, a clear preferred scheme representing what is most feasible will be identified.

## 9. Site Analysis (ALSC Lead, SCJ Assist)

- a. Possible Sites
- b. Required Infrastructure Improvements

ALSC assisted by SCJ Alliance will perform site analysis work on available sites in the valley. If needed, ALSC can also provide real estate services through other consulting firms to find available sites for consideration. Site evaluation weighted criteria will be established prior to site evaluation to keep the process as objective as possible. Once we have

reached consensus with the Steering Committee on criteria to be used, ALSC and SCJ will score each potential site, share results with the Steering committee for consideration, and identify the most highly rated sites for the project. A significant element of that evaluation is the on-site and off-site infrastructure / traffic mitigation measures that may need to be taken.

## 10. Estimated Financial Performance of Each Facility (Ballard\*King Lead)

- a. Operational Assumptions
- b. Financial Performance of Other Aquatics & Athletics Facilities
- c. Revenue and Attendance Projections
- d. Expenditure Projections

Ballard\*King will take into consideration all the previous findings from the tasks above and provide a business plan, including operations, staffing, operations costs, attendance, and revenue potential. B\*K has a database of national facility ratios to use as a benchmark to compare the results for this facility. User rates will be tested, and ultimately the study will identify the anticipated cost recovery rate for the facility based on the facilities and programs identified in the study. This information will be provided to the Steering Committee for consideration and to gather feedback from the standpoint of local community interests. Adjustments may be made to improve the cost recovery rate.

## 11. Economic Impact of Each Facility (Ballard\*King Lead)

- a. Events, Jobs, Catalyze Other Development
- b. Impact on Small Surrounding Communities

With the completion of task 10 above, Ballard\*King will develop projections of financial impacts on multiple aspects of Wenatchee Valley and adjacent communities. Facilities of this nature can have a far-reaching positive impact, and provide an accurate reflection of the economics surrounding the decision to invest in this facility. B\*K will provide the



initial findings to the Steering committee for initial review and comment. There are numerous variables in this type of economic forecasting, and drawing from the hundreds of similar studies they have produced, will prove invaluable to the accuracy and reliability of this study.

## 12. Funding Options

- a. Voter Approved Funding Options (EcoNorthwest Lead, Kutak Rock, ALSC assist)
  - i. Regional Aquatics District
  - ii. Public Facilities District
  - iii. Levy
  - iv. Public Development Authority
- b. Capital Funding Sources (Campbell and Company - Lead, ALSC Assist)
  - i. Private Fundraising
  - ii. Corporate Gifts and Sponsorship (Naming Rights)
  - iii. Private Foundation Grants
  - iv. Public Grants

EcoNorthwest will provide their expertise related to advising the Steering Committee on the various taxing authority mechanisms available in the State of Washington to fund this type of project. Each option has its own governance approach, tax structure (sales tax versus property tax), and process for establishment. Whether it be a PFD, MPD, P&R District, or other like structure, EcoNorthwest will advise on all aspects of this critically important decision on voter approved funding. In addition, Kutak Rock is available to provide legal assistance and bond council once a decision on the direction to be taken is finalized.

For the non-tax funding capital campaign, Campbell & Company will lead the efforts in setting up a capital campaign plan. The larger the amount of non-tax funding raised, the lower the tax burden on your citizens – critically important. C&C will identify the most likely private and government grant programs and amounts to be received, and identify other potential private foundations and local/regional businesses that would partner with CDRPA for either capital

or operational funds. This information will be presented to the Steering Committee for consideration, as well as to add/improve the list of potential donors. The final report will provide clear next steps in the capital campaign process to move the project forward.

Once these funding options have been fully vetted, an overall funding magnitude will emerge that will then be tested against the costs identified in the previous tasks. If the program costs exceed the available funding, scope adjustments will be recommended based on highest priorities and guiding principles in order to find the ideal balance of project scope, quality and budget.

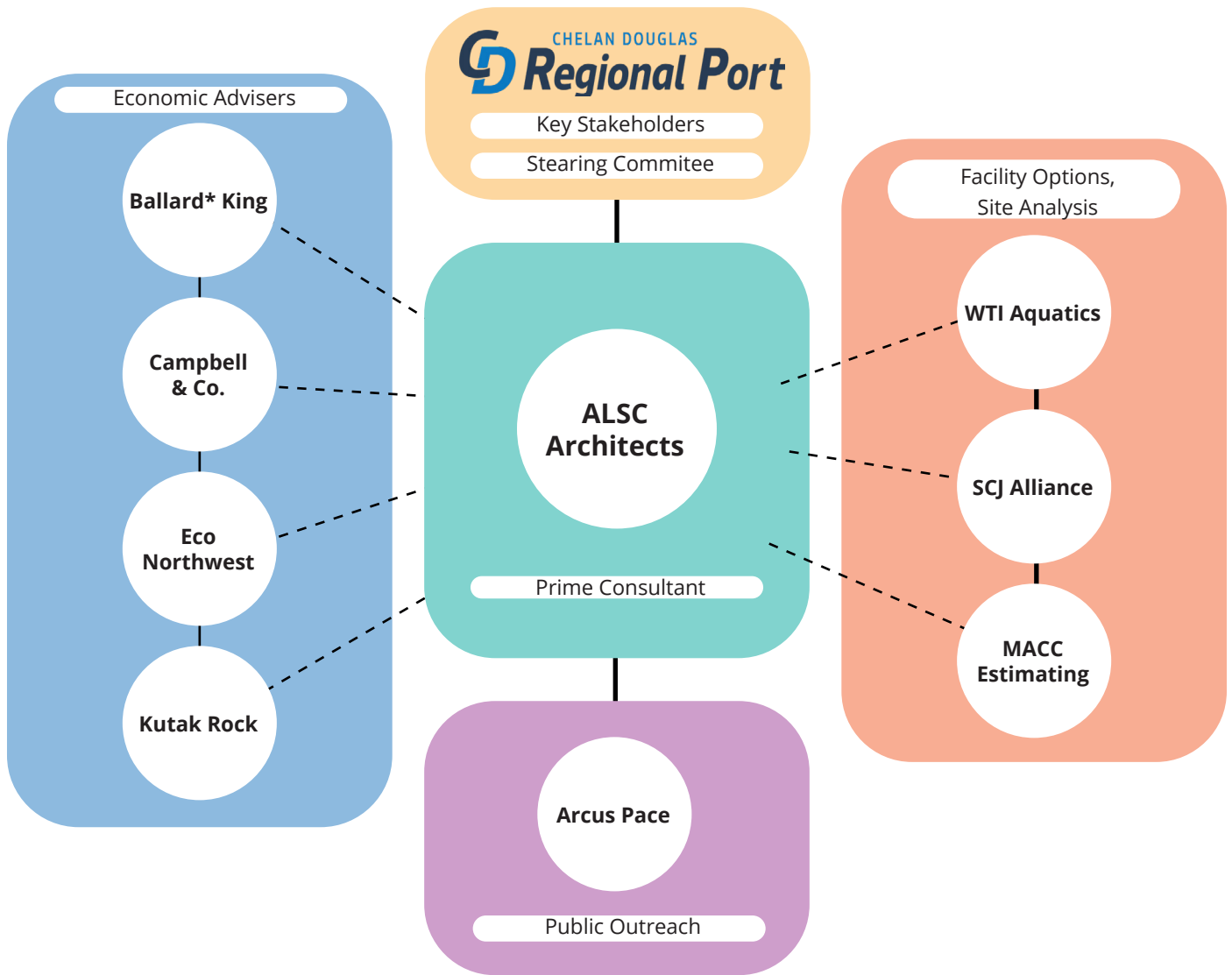


## Project Team

The scope of work defined in your Request for Qualifications is extensive and will require a very specialized set of skills provided by your consulting team. In Chapter 3 of author Jim Collin's book *Good to Great*, a powerful analogy is made for one's approach to building a team. Summarized, his statement is "Get the right people on the bus in the right seats". Our approach to your project starts with assembling our team with experts from varying professional sectors that possess the ideal skill sets, experience, and expertise to perform the tasks and provide the deliverables necessary for success. Our proposed team has worked together on previous studies and has mastered the "no-look pass" level of collaboration, anticipation of issues and recognition of each other's unique skill sets.

Our team structure allows us to complete your project to the highest level possible and meet all the needs of Chelan Douglas needs. In addition to the key personnel identified, ALSC has a staff of 39 architects, interior designers, and technical and administrative personnel who are available to assist our core team with producing documents that will be used to construct your commons addition.

We have also listed some consulting Engineers for your consideration, and will work with you to select the best ones for your project.



### ALSC Architects

**Rustin Hall** | Principal-in-Charge

509.838.8568  
rhall@alscarchitects.com

**Troy Bishop** | Design Principal

509.838.8568  
tbishop@alscarchitects.com

**Andrew Leeper** | Project Manager

509.838.8568  
aleeper@alscarchitects.com

[www.alscarchitects.com](http://www.alscarchitects.com) | 203 N Washington, Spokane, WA

### Ballard\*King

**Ken Ballard** | Principal, Business Planning

303.470.8661  
ken@ballardking.com

[www.ballardking.com](http://www.ballardking.com) | 2743 E Ravenhill, Highlands Ranch, CO

### Kutak Rock LLP

**Brian Kistler** | Legal Council

509.747.4040  
brian.kistler@kutakrock.com

[www.kutakrock.com](http://www.kutakrock.com) | 510 W Riverside Ave, Spokane, WA

### Campbell & Co.

**Kate Roosevelt** | Fundraising

206.494.3160  
kate.roosevelt@campbellcompany.com

[www.campbellcompany.com](http://www.campbellcompany.com) | 1200 6th Ave, Seattle WA

### Eco Northwest

**Morgan Shook** | Economics and Financing

206.823.3060  
shook@econw.com

[www.econw.com](http://www.econw.com) | 1200 6th Ave, Seattle, WA

### Water Technology Inc.

**Ryan Nachreiner** | Aquatics

902.392.2918  
rnachreiner@watertechnologyinc.com

[www.watertechnologyinc.com](http://www.watertechnologyinc.com) | 100 Park Ave, Beaver Dam, WI

### SCJ Alliance

**Chris Overdorf** | Site Planner, Landscape Architect

509.886.3265  
chris.overdorf@scjalliance.com

[www.scjalliance.com](http://www.scjalliance.com) | 25 N Wenatchee Ave, Wenatchee, WA

### Arcus Pace

**Heidi de Laubenfeis** | Community Outreach

206.423.6126  
heidi@arcuspace.com

[www.arcuspace.com](http://www.arcuspace.com) | 2033 2nd Ave, Seattle, WA

### MACC Estimating

**Brian Saylor** | Cost Estimating

509.867.6573  
brian.saylor@maccestimating.com

[www.maccestimating.com](http://www.maccestimating.com) | PO Box 953, Liberty Lake, WA

Resumes for our proposed team members are included on the following pages.



## Rustin Hall AIA

**PRINCIPAL-IN-CHARGE | ALSC ARCHITECTS**

Rustin provides leadership for ALSC in the areas of master planning, design, quality control, project management, and construction administration. With these skills, he has dedicated much of his career on the development of recreational facilities and other community oriented projects. His experience includes aquatic facilities, community centers, fitness centers, gymnasiums, weight training facilities, and practice facilities. He has traveled to California, Florida, Spain, and Italy to study the latest aquatic technologies and design concepts.

### EDUCATION

Bachelor of Architecture, 1984,  
Washington State University

Bachelor of Science in Construction  
Management, 1985,  
Washington State University

### REGISTRATION

Architecture: Washington

### PROFESSIONAL & COMMUNITY ACTIVITIES

Member, Spokane Chapter AIA

Capital Projects Advisory Review Board  
(CPARB) Project Review Committee

(PRC), State of Washington, Past Chair

Greater Spokane Incorporated

Spokane Sports Commission  
Board Chair

Boy Scouts of America, Inland NW  
Chapter, President

Greater Spokane Valley Chamber  
Foundation (past Chair)

Spokane Chapter of the DBIA, Board  
Member

WSU Riverpoint Advisory Council

## FEATURED PROJECTS

### CITY OF HERMISTON HERMISTON, OR

> Aquatic Center Feasibility Study

### CITY OF CONNELL CONNELL, WA

> Swimming Pool Facility Condition Assessment

### CITY OF AIRWAY HEIGHTS AIRWAY HEIGHTS, WA

> Community Aquatics & Recreation Center Feasibility Study  
> Community Aquatics & Recreation Center & Sports Fields

### YMCA YAKIMA, WA

> Yakima Family YMCA

### YMCA OF THE INLAND NORTHWEST SPOKANE, WA

> North Spokane YMCA  
> Central Spokane YMCA  
> Spokane Valley YMCA

### WHITWORTH UNIVERSITY SPOKANE, WA

> Aquatic Center Renovation

### FAIRCHILD AIR FORCE BASE SPOKANE, WA

> Aquatics & Fitness Center

### CITY OF PROSSER PROSSER, WA

> Aquatic Center

### NORTH IDAHO COLLEGE COEUR D'ALENE, ID

> Student Wellness & Recreation Center

### MOSES LAKE SCHOOL DISTRICT MOSES LAKE, WA

> High School Aquatics Facility

### CITY OF SPOKANE SPOKANE, WA

> Cannon Pool  
> Comstock Pool  
> Hillyard Pool  
> Witter Pool  
> Shadle Park Pool



## Troy Bishop

DESIGN PRINCIPAL | ALSC ARCHITECTS

As ALSC's Director of Design, Troy Bishop ensures every project has a solid framework by incorporating fundamental design principles. He provides innovative design direction and encourages team members to grow in their specific skill set. Throughout the 17 years of his career Troy has been involved with all phases of architecture, from pre-design and programming through design and construction. His strong design skills and technical abilities have contributed to the success of project types including maintenance and operations, commercial, athletic, and mixed-use facilities.

### EDUCATION

Master of Architecture, 2004  
Washington State University

Bachelor of Science in Architectural  
Studies, 2005, Washington State  
University

### REGISTRATION

Architecture: Washington, 2016

### PROFESSIONAL & COMMUNITY ACTIVITIES

Volunteer, A4LE Symposium –  
Inspiring Curiosity: The Educational  
& Developmental Benefits of  
Environmental Learning

Juror, Fall 2021 Architectural &  
Interior Design Awards Program,  
Learning By Design Magazine (LBD)

## FEATURED PROJECTS

### KALISPEL TRIBE AIRWAY HEIGHTS & USK, WA

- > Northern Quest Resort & Casino Expansion & Remodel, Airway Heights
- > Camas Early Learning Center & Salish School, Usk

### NEZ PERCE TRIBE LAPWAI, ID

- > Nimiipuu Health Clinic Expansion

### COLVILLE CONFEDERATED TRIBE OMAK, WA

- > Omak Health Science Center, Wenatchee Valley College

### COEUR D' ALENE TRIBE COEUR D' ALENE, ID

- > Riverstone Transit Center

### CITY OF YAKIMA YAKIMA, WA

- > Yakima Convention Center Remodel & Expansion

### WENATCHEE VALLEY COLLEGE OMAK WA

- > Health Sciences Center,

### DORIS MORRISON LEARNING CENTER SPOKANE WA

- > New 4,000 SF designed to enable visitors of all age,s learn about the Saltese Flats Wetland's unique history, geology, and ecosystem.

### STATE OF WASHINTON PRE-DESIGN REPORTS SPOKANE WA

- > Omak Health Science Center, Wenatchee Valley College
- > Science & Technology Building Addition, Walla Walla Community College
- > Department of Fish & Wildlife Parking & Storage Facility, Spokane Valley
- > Department of Agriculture Fruit Tree Certification Lab, Prosser
- > Northwest Museum of Arts & Culture Remodel & Addition, Spokane

### SPOKANE TRANSIT AUTHORITY EAGLE STATION CHENEY, WA

- > New EWU High Performance Transit Station; prominently features the Eagle logo, real-time route signs, and accommodates three bus bays.

### NORTH IDAHO COLLEGE COEUR D' ALENE, ID

- > Meyer Health & Sciences Building Remodel & Addition
- > Christianson Gymnasium Remodel & Addition Feasibility Study

### WALLA WALLA COMMUNITY COLLEGE WALLA WALLA, WA

- > Science & Technology Building Expansion
- > Student Recreation Facility Feasibility Analysis



## Andrew Leeper LEED AP, NACRB

PROJECT ARCHITECT | ALSC ARCHITECTS

Andrew Leeper brings 12 years of design and project management experience to the ALSC team. A detail-oriented professional with a focus on design excellence and quality control, Drew is skilled at incorporating the latest BIM technologies to improve project deliverables. Prior to joining ALSC in April of 2017, Drew was employed by Sink Combs Deathlefs (now Perkins Will) and the Davis Partnership Architects in Denver, where he was involved with the design and project management for several sports and recreation projects. He will apply his expertise related to this unique project type to the successful completion of the city's project.

### EDUCATION

Master of Architecture, Urban Design,  
Montana State University  
Bachelor of Arts with Honors,  
Environmental Design, Montana State  
University

### REGISTRATION

Architecture: Washington, Colorado  
LEED Accredited Professional

\* PROJECTS WITH FORMER EMPLOYER

## FEATURED PROJECTS

### CITY OF AIRWAY HEIGHTS AIRWAY HEIGHTS, WA

> Community Aquatics & Recreation Center & Sports Fields

### CITY OF CONNELL CONNELL, WA

> Swimming Pool Facility Condition Assessment

### YMCA YAKIMA, WA

> Yakima Family YMCA

### WHITWORTH UNIVERSITY SPOKANE, WA

> Pine Bowl Press Box Improvements

### YMCA OF THE INLAND NORTHWEST SPOKANE VALLEY, WA

> Spokane Valley YMCA Expansion (preliminary design)

### ADAMS STATE COLLEGE ALAMOSA, CO

> New Housing & Stadium \*  
> Girault & Coronado Halls \*

### DENVER BRONCOS CENTENNIAL, CO

> Denver Broncos Training Facility \*

### UNIVERSITY OF MICHIGAN ANN ARBOR, MI

> Athletic South Campus Project \*  
- Indoor and Outdoor Track Venues and Soccer Team Center  
- Performance Center and Lacrosse Building and Venue

### UNIVERSITY OF WYOMING LARAMIE, WY

> Arena Auditorium Renovation - Phase 1 \*  
> North Field House - Wrestling Team Center \*

### MEAD SCHOOL DISTRICT MEAD, WA

> High School Stadium Complex  
> Transportation Cooperative

### KITTITAS COUNTY ELLENSBURG, WA

> Kittitas Valley Event Center, Bloom Pavilion Expansion & Remodel





## Ken Ballard

**BUSINESS PLANNING | BALLARD\*KING & ASSOCIATES**

In his years of work with B\*K, Ken has provided assessment and master planning consulting services to more than 50 communities across the country. Ken is well known for his vast knowledge of recreation programming, park development and operations, as well as organizational planning and parks maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field. Ken's extensive knowledge in parks and recreation has resulted in successful projects in all contiguous states across the country. Ken specializes in master plans, feasibility studies, and operational and programming studies.

### EDUCATION

Bachelor of Science - Recreation  
Bachelor of Arts - History,  
University of Colorado

### REGISTRATION

Certified Parks & Recreation  
Professional

## FEATURED PROJECTS

**CITY OF LEAVENWORTH** LEAVENWORTH, WA

> Leavenworth Aquatic Center Study

**UPPER KITTITAS COUNTY** CLE ELUM, WA

> Upper Kittitas Cty. Aquatic/Recreation Center Study

**CITY OF BELLEVUE** BELLEVUE, WA

> Bellevue Aquatic Center Study

**CITY OF MISSOULA** MISSOULA, MT

> Ft. Missoula Regional Park Feasibility Study

**GEORGIA INSTITUTE OF TECHNOLOGY** ATLANTA, GA

> Georgia Tech-Olympic Pool Enclosure

**CLARK COUNTY** LAS VEGAS, NV

> Clark County Southwest Regional Sports Park

**CITY OF TWISP** TWISP, WA

> Methow Valley Aquatic/Recreation Center Study

**CITY OF CORVALLIS** CORVALLIS, OR

> Osborn Aquatic Center Renovation

**CITY OF QUINCY** QUINCY, WA

> Quincy Fieldhouse Study



## Ryan Nachreiner

**AQUATICS | WATER TECHNOLOGY, INC.**

Ryan joined Water Technology, Inc. after serving in a variety of aquatic industry roles, including pool service technician, equipment and materials distribution representative, and operations consultant with a waterpark equipment and chemical supplier. Extensive hands-on experience troubleshooting countless facilities enables him to provide a realistic and broad perspective on aquatic operations, systems and programming. He is committed to the advancement of the aquatic industry through education and the development of best practices. As a NSPF® Instructor for over seven years, Ryan has trained and certified hundreds of aquatic professionals.

### EDUCATION

Masters of Science,  
Economics and Education  
University of Wisconsin - Whitewater

Bachelor of Business Administration,  
Finance  
University of Wisconsin - Whitewater

### REGISTRATION

NSPF Certified Pool / Spa Operator  
(CPO)

### PROFESSIONAL & COMMUNITY ACTIVITIES

Themed Entertainment Association  
(TEA)

National Recreation and Park  
Association (NRPA)

## FEATURED PROJECTS

**CITY OF AIRWAY HEIGHTS** AIRWAY HEIGHTS, WA  
>Airway Heights Community Recreation Center

**CITY OF BELLEVUE** BELLEVUE, WA  
>PRO Sports Club Aquatic Expansion

**YMCA** KENT, WA  
>Kent YMCA

**CITY OF REDMOND** REDMOND, WA  
>Redmond Recreation Master Plan

**CITY OF PASCO** PASCO, WA  
>Pasco Aquatic Center

**URBAN RESIDENTIAL** SEATTLE, WA  
>5th and Virginia Urban Residential

**PEARL STREET** TACOMA, WA  
>New Y on Pearl Street

**WALLA WALLA CENTER** WALLA WALLA, WA  
>Walla Walla Outdoor Family Center

**YMCA** YAKIMA, WA  
>Yakima Family YMCA

**HENDERSON POOL** LETHBRIDGE, AB, CAN  
>Henderson Pool Renovation

**YMCA / COMMUNITY CENTER** CALGARY, AB, CAN  
>Brookfield Residential YMCA/Seton Community Centre

**CITY OF CALGARY** CALGARY, AB, CAN  
>Village Square

**SENIOR CENTER** BEND, OR  
>Senior Center, Larkspur Expansion



## Brian Saylor LEED AP

**COST ESTIMATING | MACC ESTIMATING GROUP**

Brian has over 25 years of construction experience ranging from supplier to subcontractor, to general contractor. These roles included steel detailing, estimating, project management, and eventually a role as project executive, stressing the importance of collaboration and transparency among team members. Brian's experience has included a large urban sculpture park, a technology build-out in the gaming industry, a ground-up cemetery, numerous outpatient medical clinics, as well as the only Integrated Project Design in Eastern Washington which serves our community's mental health needs. Brian's current role with MACC Estimating allows him to work with the design teams in an effort to not only dial in cost information, but also to act as a proponent for the design team in the general contracting arena.

### EDUCATION

B.S., Construction Technology,  
Eastern Washington University

### REGISTRATION

Architecture: Washington, Colorado  
LEED Accredited Professional

## FEATURED PROJECTS

**CITY OF AIRWAY HEIGHTS** SEATTLE, WA

> Olympic Sculpture Park

**WASHINGTON STATE** MEDICAL LAKE, WA

> Washington State Veteran's Cemetery

**CITY OF SPOKANE** SPOKANE, WA

> Dwight Merkel Sports Complex

**WHITWORTH UNIVERSITY** QUINCY, WA

> Quincy Aquatic Center

**CITY OF SELAH** SELAH, WA

> Selah Aquatic Center

**CITY OF POST FALL** POST FALLS, WA

> Tullamore Sports Complex

**HERMISTON HIGHSCHOOL** HERMISTON, OR

> Weber Softball Field Improvement



## Heidi de Laubenfel

COMMUNITY OUTREACH | ARCUS PACE

Heidi de Laubenfels is a communicator, leader, strategist and journalist who is passionate about helping organizations achieve their full potential. More than two decades in various roles in news media and in corporate leadership honed her ability to articulate purpose and vision, engage and inspire teams, and reach key stakeholders with compelling communications. She is the founder of Arcus Pace, Inc., a communications consulting firm that helps business leaders and individuals build bridges, make connections and cultivate prosperity and well-being for all. Heidi also provides service and counsel to clients as a senior strategist with DH, a statewide branding, PR and social-change firm.

### EDUCATION

Master of Business Administration (MBA), Leadership, Business Administration

Language and Area Studies, Universitat d' Alacant

Bachelors in Journalism, Western Washington University

### REGISTRATION

Professional Landscape Architect, WA #929, CLARB #15273

### PROFESSIONAL & COMMUNITY ACTIVITIES

American Society of Landscape Architects (ASLA)





# Chris Overdorf, PLA, ASLA

LANDSCAPE ARCHITECT | SCJ ALLIANCE

Chris is an award-winning and nationally certified landscape architect and planner with over a quarter-century of experience encompassing various project types for federal, state, local, and tribal governments. His work includes facility site master plans, land acquisition strategies, site feasibility studies, public access plans, visual impact assessments, parks, recreation, open space, and trails (PROST) plans, campus planning and design, wildfire-resistant landscape plans, urban forest canopy assessments, visual resource management strategies, green infrastructure design, context-sensitive design/transportation planning, and geospatial analysis

## EDUCATION

BLA, Landscape Architecture,  
Washington State University

Geography and Computer Science,  
United States Military Academy

## REGISTRATION

Professional Landscape Architect, WA  
#929, CLARB #15273

## PROFESSIONAL & COMMUNITY ACTIVITIES

American Society of Landscape  
Architects (ASLA)

## FEATURED PROJECTS

**TRADES DISTRICT** EAST WENATCHEE, WA  
> CDRPA Trades District Redevelopment Plan

**CRESCENT BAR GOLD COURSE** QUINCY, WA  
> Crescent Bar Golf Course Baseline Assessment

**CITY OF QUINCY** QUINCY, WA  
> Quincy Lauzier Park Sports Plex and Fieldhouse

**CITY OF QUINCY** QUINCY, WA  
> Quincy Parks, Recreation, and Open Space Plan

**CITY OF CHELAN** CHELAN, WA  
> Chelan Parks, Recreation, and Open Space Plan

**WENATCHEE VALLEY** WENATCHEE, WA  
> Horan Natural Area Feasibility Study

**CITY OF DONALD** DONALD, WA  
> Exit 44 Site Feasibility and Master Plan

**WENATCHEE VALLEY** EAST WENATCHEE, WA  
> Cherryhill Park Brownsfield Redevelopment

**CITY OF LYDEN** LYNDEN, WA  
> North County Stadium Feasibility and Site Master Plan

**NEWHALEM & DIABLO** NEWHALEM & DIABLO, WA  
> Newhalem and Diablo Site Facility Plans & Landscape Master Plan

**WENATCHEE VALLEY** EAST WENATCHEE, WA  
> Dreger Properties Highest and Best-Use Analysis



## Dan Ireland

CIVIL ENGINEER | SCJ ALLIANCE

Dan has worked on multiple Wenatchee Valley Sports Complex (attempts) within the valley and is currently developing the Quincy Sports Complex. The economic analysis already completed in other areas will be relevant to your project so you can understand the true operation, maintenance, and development efforts. Not only does he bring Central Region Sports complex research experience, but he also lives in Wenatchee. His technical knowledge, experience in siting sports facilities, and leadership in project development from the conceptual phase through construction management will bring the team great value.

### EDUCATION

BS, Civil Engineering,  
Saint Martin's University

### REGISTRATION

Professional Engineer, WA #44689

## FEATURED PROJECTS

### CITY OF WENATCHEE WENATCHEE, WA

> Field Of Dreams Wenatchee Valley Sports Complex

### CITY OF QUINCY QUINCY, WA

> Quincy Field House

### CITY OF BLYN BLYN, WA

> Olympic Discovery Trail Feasibility and Route Planning

### CHELAN COUNTY CHELAN COUNTY, WA

> Chelan County Trails Master Plan

### CITY OF WENATCHEE WENATCHEE, WA

> Tacoma Avenue Improvements

### CITY OF CHELAN CHELAN, WA

> Lakeside Trail Planning Study

### KITTITAS COUNTY KITTITAS COUNTY, WA

> University Way and Reecer Creek Road

### DOWNTOWN CHELAN CHELAN, WA

> Chelan Downtown Improvements

### CITY OF CHELAN CHELAN, WA

> Chelan Wayfinding Plan

### DOUGLAS COUNTY DOUGLAS COUNTY, WA

> Badger Mountain Road Realignment Project

### CITY OF CHELAN CHELAN, WA

> Complete Streets Pedestrian Improvements

# Ability to Perform

Our approach to schedule management and maintenance involves several processes:

## **Identify All Key Project/Client Milestones:**

We will schedule the entire project with a detailed work plan that identifies critical milestones for the pace and sequence of tasks. This plan will be prepared as our first line of business and provided to the Steering Committee for review, amendment, and approval. The dates must be established at the beginning, as the most likely delay in the process is an inability to schedule meetings with busy community leaders.

## **Schedule All Meeting Dates and Agendas:**

The work plan will identify every meeting, meeting date, meeting agenda, and required results. Given the multiple key stakeholders in this process, this tool is essential for scheduling and comprehending the discussion topics before the meetings. Detailed agendas will be sent out before each meeting to give participants an understanding of their responsibilities and allow them to prepare questions, answers, and comments properly.

## **Weekly Internal Work Plans:**

Our team will manage the entire project on a weekly work plan basis. Every week is treated like a project, with specific internal team deliverables identified with a deadline. The weekly "project" must be completed by Friday, as a new project must be started on Monday. If the work is not complete by the end of Friday, the work will trickle into the weekend to remain on schedule.

## **Weekly Staffing Meetings:**

Our firm represents an extensive resource of 39 staff members, and the addition of the consultant team allows us to allocate resources when and where needed. This staffing methodology means that when you hire ALSC, you hire every one of us.

## **Reliance on Experience:**

With almost 75 years of experience, we have gained a deep understanding of this project type. We have learned to anticipate possible challenges and produce creative solutions. Our collaborative nature, combined with our tenacity for on-time delivery of services, has led to a reliable set of techniques and tools that will proactively manage your project.

Regarding performing within the established budget, we will negotiate our fee based on your RFQ's agreed-to scope of work. No fee changes will be needed unless significant changes to the scope and, therefore, the effort required to execute the work. Also, we will not make any deviations from our agreement unless there is prior written authorization from CDRPA. We pride ourselves on providing exceptional services and exceeding expectations within a fair fee.

# Relevant Project Experience



## Upper Kittitas County Community Recreation Center Cle Elum, WA

**SCOPE:** In June of 2022 the Upper Kittitas County Community Recreation Center Alliance (UKC CRCA, a non-profit organization) advertised for the submittal of Statements of Qualifications from firms interested in providing architectural and engineering services to the UKC CRCA for the design and construction of a new community center to be constructed in Cle Elum. The ALSC team was selected through a competitive selection process and was hired by the UKC CRCA in August of 2022. The scope of the work ultimately went beyond what was initially envisioned, as ALSC demonstrated to the client that the feasibility study provided earlier in 2022 by others was not complete. The following tasks and deliverables were included in the scope:

- > Review previous feasibility study; identify shortcomings and provide services to complete the feasibility phase of the project.
- > Assist with finalization of potential partnership opportunities, potential funding source identification
- > Assist with identification of most favorable tax authority model to follow (PFD, P&RD, MPD) and identify best governance model to follow for project development and operations
- > Provide updated business plan with revised operations costs, revenue potential and improved cost recovery (was 37%, currently 60%)
- > Provide capital campaign guidance for non-tax capital and operational funding
- > Provide marketing materials for public outreach and capital campaign support
- > Provide all phases of architectural/engineering design, bidding and construction administration services.

ALSC is currently working with Claire Nicholls and Melissa Becker (see references below). The revised feasibility study resulted in 2 new additions to the program (7,000 s.f. fitness center and 7,000 s.f. tenant space for a local health care provider). These additions provided additional “one-stop” services for local residents, improved the cost recovery rate, and in the long term provides rent to further improve the cost recovery rate over time. The current program defines a 58,000 s.f. facility with the following amenities:

- > Lobby/social gathering
- > Administrative offices
- > Youth/community multi-purpose space
- > Wellness including gymnasium, indoor track, fitness and group exercise
- > Aquatics including leisure, lap and therapy pools
- > Health Care services
- > Support spaces
- > Exterior splash pad, exercise, play and social spaces





Hermiston Health, Wellness & Aquatic Center  
Site Evaluation Worksheet

Criteria	Criteria Weight (1.0 low, 1.5 high)	EXAMPLE #1		EXAMPLE #2		Comments
		Site #1 score	weightec	Site #2 score	weightec	
<b>Site Conditions</b>						
Adequate Developable site area	1.5	2	3	4	6	
Ability to expand	1.1	3	3.3	1	1.1	
Safety / security	1.5	2	3	4	6	
Visibility / presence	1.3	1	1.3	3	3.9	
Impact on surroundings	1.0	4	4	1	1	
Soils / topography / subsurface conditions	1.4	2	2.8	3	4.2	
<b>Infrastructure</b>						
Access to utilities adjacent to site	1.5	1	1.5	3	4.5	
Existing frontage improvements	1.1	1	1.1	2	2.2	
Storm water management requirements	1.0	4	4	1	1	
Utility incentives	1.3	2	2.6	3	3.9	
<b>Accessibility / Infrastructure</b>						
Traffic impact issues (1 = significant impacts, 4 = minimal impacts)	1.3	1	1.3	3	3.9	
Pedestrian / bike access	1.3	1	1.3	3	3.9	
Transit available (1 = no, 2 = yes)	1.0	4	4	1	1	
Vehicular access	1.4	2	2.8	3	4.2	
Parking capacity / ability to share parking	1.5	2	3	4	6	
<b>Anticipated Costs</b>						
Land acquisition costs (1 = high, 4 = low)	1.3	2	2.6	3	3.9	
Impact / regulatory fees	1.0	4	4	1	1	
On-site development costs	1.0	4	4	1	1	
Off-site development costs	1.3	2	2.6	4	5.2	
Building construction costs	1.0	3	3	1	1	
Construction impact on schedule	1.0	3	3	1	1	
<b>Total Score / Total Weighted Score</b>		50	58.2	59	65.9	0

## Hermiston Health, Recreation, and Aquatics Center Feasibility Study

Hermiston, OR

**SCOPE:** In January of 2018, the City of Hermiston advertised for the submittal of Statements of Qualifications from firms interested in providing consultation services to the city for a proposed new Health, Recreation and Aquatics Center. The ALSC Architects team was selected through a competitive selection process and was hired by the City of Hermiston in February of 2018. The scope of the work included the following tasks and deliverables:

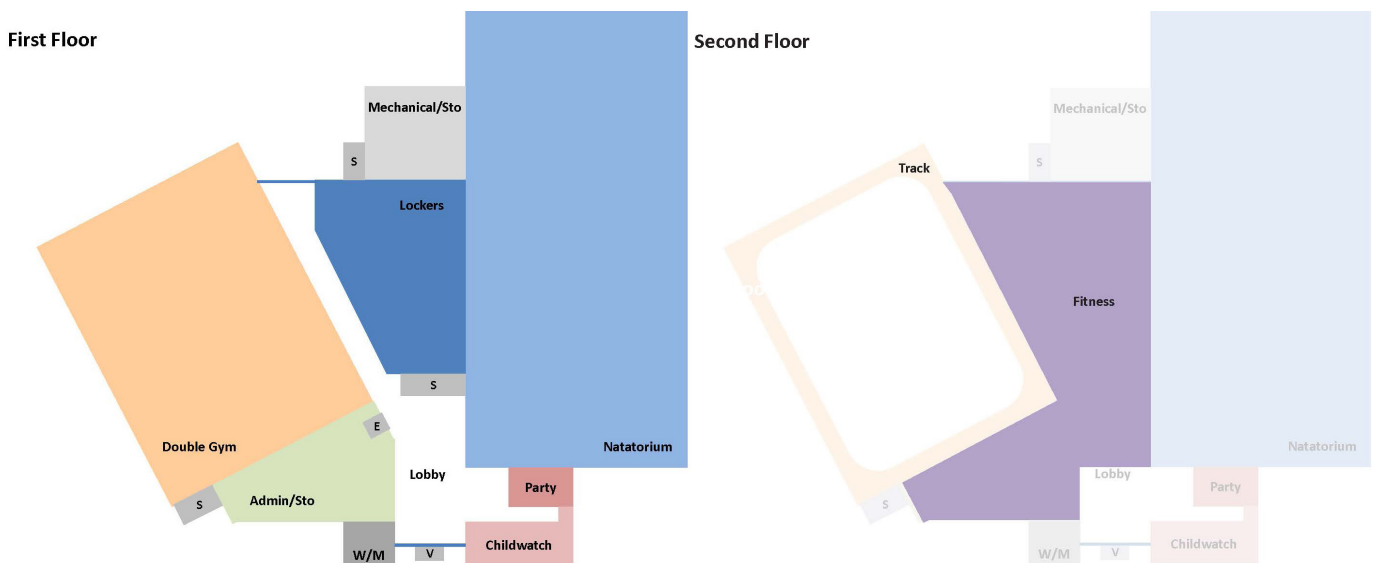
- > Review existing information, previous studies
- Conduct stakeholder interviews to determine project scope
- Develop an initial Project Program document defining project parameters and cost
- Provide a criteria matrix for future use in determining the most suitable site to acquire for the project
- Provide a market analysis/feasibility study and operations cost vs/ revenue report. (Cost Recovery 81%.)
- Provide a study on capital funding options

ALSC worked directly with Larry Fetter, who at the time was the Director of Parks and Recreation for the city of Hermiston (see references below). The study resulted in a facility totaling 66,798 s.f. with the following fundamental components:

- > Lobby/social gathering
- Administrative offices
- Youth/community multi-purpose space
- Wellness including gymnasiums, indoor track, fitness and group exercise
- Aquatics including leisure, lap and therapy pools
- Support spaces
- Exterior play and social spaces.

**Budget:** The study identified a project construction budget escalated in today's dollars of \$32 million.

**Schedule / Current Status:** The feasibility study was well-received by the community and administration. The city is currently working on funding options and strategizing the proper timing of public funding in the context of other community needs.





## Community Recreation Center

Airway Heights, WA

**SCOPE:** ALSC began working with the city of Airway Heights in 2004. Numerous initial studies of a community recreation center project scope and location were conducted but none found necessary support from the small community. Over 2 decades the community grew tremendously, and in 2016 ALSC was hired to do programming and community outreach for the development of the center. With indications of strong community support, in May of 2017 the city of Airway Heights selected the ALSC team through a competitive design/build selection process to provide design, permitting and construction administration services for the facility. The scope of work included the following tasks and deliverables:

**2016:** Feasibility studies to test program scopes and cost models with city leadership and city council •Market assessment, demographic study •Preparation of conceptual images to promote the project to the public •Assistance with 70-acre masterplan including multiple outdoor fields to be built in phases, as well as placement of the new Community Recreation Center

**2017:** Provide all phases of architectural/engineering design, bidding and construction administration services •Provide for future phases of building and field expansion

ALSC worked directly with JC Kennedy, Parks, Recreation & Community Services Director for the city of Airway Heights (see references below). The final project included 45,000 s.f. with the following fundamental components:

- > •Lobby/social gathering
- > •Administrative offices with community board room
- > Community multi-purpose space with outdoor break-out
- > Wellness including gymnasiums, fitness and group exercise
- > Aquatics including leisure, lap and therapy pools
- > Support spaces
- > Outdoor baseball, basketball, spectator amenities

**Budget:** \$15 million

**Schedule / Current Status:** The construction of the project was completed in April of 2019.





## Spokane YMCA Facilities

Spokane, WA

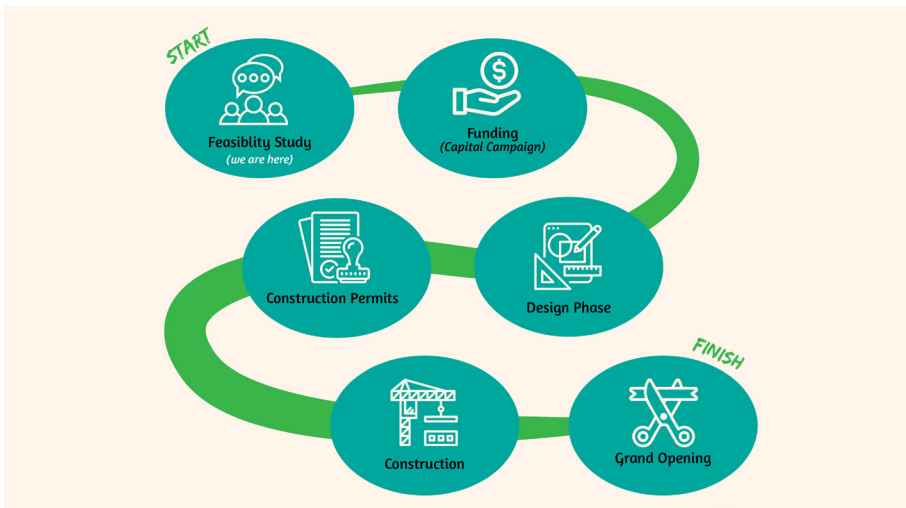
**Scope:** ALSC has been working with the YMCA of the Inland Northwest since 1997. Rustin Hall, Principal of ALSC, is in his 13th year serving on the YMCA Corporate Board of Directors in Spokane. Over the last 26 years, ALSC has provided feasibility guidance, fundraising support and public outreach services, programming and final design and construction administration services on all 3 YMCAs in Spokane County: Spokane Valley YMCA, Central Spokane YMCA (the first combination YMCA/YWCA in the nation) and North Spokane YMCA.

**Budget:** (escalated to 2023 dollars)

- > Valley YMCA - 49,000 s.f., \$26.9 million
- > Central YMCA /YWCA - 82,000 s.f., \$43 million
- > North YMCA - 52,000 s.f., \$28.6 million
- > South Hill YMCA - TBD

**Schedule / Current Status:** ALSC was hired in October of 2022 to provide due-diligence services for placing a new Spokane South Hill YMCA in a 30-acre property being contemplated for purchase. ALSC is currently preparing for the public outreach process scheduled for spring 2023 as well as preparation of conceptual images to support the capital campaign scheduled for July 2023. ALSC will begin final programming validation and facility design services in Fall 2023 with the intent to begin construction of the facility in the fall of 2024.





## Covington & Maple Valley Aquatics Center

Covington & Maple Valley, WA

**SCOPE:** Covington and Maple Valley completed a RFQ (or Request for Qualifications) process in the fall of 2019, and ALSC Architects was determined to be the most highly qualified firm among 12 submittals. Working with city staff from Covington and Maple Valley, ALSC assembled a strong consultant team and scope of work to make recommendations for a new community recreation center based on the completion of the following tasks:

- > Public Outreach •Programming needs assessment •Market assessment, demographic study
- > Business plan, including operating costs, revenue potential and cost recovery rate (80%)
- > Capital funding strategies, including tax and non-tax sources and taxing authority alternatives (PFD, MPD, P&RD)
- > Economic impact analysis
- > Identification and evaluation of potential sites in Covington and Maple Valley communities
- > Conceptual design services

The study resulted in a facility totaling 88,504 s.f. with the following fundamental components:

- > Lobby/social gathering
- > Administrative offices
- > Youth/community multi-purpose space
- > Wellness including gymnasiums, indoor track, fitness and group exercise
- > Aquatics including leisure, lap and therapy pools
- > Support spaces

**BUDGET:** \$68.7 million

**SCHEDULE / CURRENT STATUS:** Due to political forces, the cities of Maple Valley and Covington ultimately decided to pursue their own separate community recreation projects.





## Quincy Regional Sportsplex Quincy, WA

**Scope:** ALSC Architects and SCJ Alliance have been working with the City of Quincy to quantify and master plan a regional Sportsplex and athletic hub. Located in Lauzier Park, the Sportsplex features an array of sports fields, social zones, and a 145,000 sf indoor athletics field house. The project aims to ignite the entire region through play, provide much-needed indoor tournament opportunities, and offer a multi-generational athletic complex.

SCJ and ALSC have led community outreach, financial analysis with Ballard King, and programming to define the long-term needs of the entire master plan. Coordination with area roadway engineering and stormwater management has helped bring a sense of reality to the final solution.

**Budget:**

Phase 1 building and surrounding site development, \$21.4 million  
Phase 2 Field development, TBD

**Schedule/Current Status:** The City of Quincy has approved moving forward with phase 1. Currently, forming a Metropolitan Parks District will define funding. Funding will combine tax revenue, grant funding, and capital campaign donation funding. Construction is scheduled to begin in the Fall of 2024.



# References

## Claire Nicholls | President

Shoemaker Manufacturing Company  
clairenicholls@shoemakerfoundation.org  
509.852.3047  
618 E First Street Cle Elum, WA 98922  
www.shoemakemfg.com

## Melissa Becker

Shoemaker Manufacturing Company  
melissabecker@shoemakerfoundation.org  
509.304.4678  
618 E First Street Cle Elum, WA 98922  
www.shoemakemfg.com

### Deliverables

- > Re-visit, complete prior Feasibility Study provided by others
- > Establish consulting services for public financing/tax authority options, governance models, public funding plan, bond counsel
- > Establish consulting services for private funding capital campaign planning, donor identification
- > Facilitate process for identifying potential project partners (2 new partners added to date)
- > Revisions to business planning, operations cost and revenue generation forecasting
- > Prepare conceptual floor planning, site planning, marketing presentation materials
- > Planning for public outreach, public workshop/forums, surveys
- > Finalize programming, construction budget projection
- > In process – full building design services

## Larry Fetter | Retired

**Parks Partners**  
**Parks and Recreation Technical Consultant**  
**contact information**  
larryfetter@gmail.com  
Phone: 541.561.7617

### Deliverables

- > Feasibility Study
- > Conducted multiple presentations to public officials
- > Researched market analysis, demographics, existing provider identification
- > Provided potential partner identification
- > Studied business planning, operations cost and revenue generation forecasting
- > Performed site analysis on potential sites
- > Provided detailed project programming
- > Prepared conceptual floor planning

## JC Kennedy | CPRP

Parks, Recreation & Community Services Director  
City of Airway Heights  
jkennedy@cawh.org  
509.244.4845, ext. 15  
1208 S. Lundstrom Airway Heights, WA 99001

### Deliverables

- > Prepared numerous scoping, programming, budgeting sessions
- > Site analysis, site master planning
- > Conducted multiple presentations to public officials
- > Prepare conceptual floor planning, site planning, marketing presentation materials
- > Provided bond support graphics leading to a successful bond measure passing

## Alan Leshner | CEO

YMCA of the Inland Northwest  
alesher@ymcaspokane.org  
O 509.720.5604  
M 509.990.4833  
1126 N Monroe, Spokane WA 99201

### Deliverables

- > Prepared numerous scoping, programming, budgeting sessions
- > Site analysis, site master planning
- > Conducted multiple presentations to corporate board members, public officials
- > Assisted with fundraising, capital campaign planning and execution for \$40 million successful campaign
- > Provided full A/E services for completed YMCA projects with a total current value of \$100 million
- > Providing public outreach, capital campaign support for new \$40 million YMCA facility





203 N Washington St #400,  
Spokane, WA 99201