sfsarchitecture

drivenbyconnections

May 29, 2020

Paul Bloomberg, Director of Parks and Recreation
City of Joplin
3301 West 1st Street
Joplin, Missouri 64801

RE: Proposal for Memorial Hall Study
Request for Proposal No. 2020-RFP-03

Dear Paul and Selection Committee Members:

SFS Architecture is pleased to submit our Proposal to collaborate with the City of Joplin Parks Department and community stakeholders to study the future of historic Memorial Hall.

As you review our proposal, please keep in mind the following key strengths of our team:

Enriching communities. For nearly 50 years SFS has been enriching communities through meaningful collaborations and purposeful design. Of note are the more than 100 community facilities that we have designed throughout the Midwest, including many in southwest Missouri. These facilities have strengthened their communities, promoted health, wellness and economic prosperity and maximized value through creative design, innovative engineering and popular amenities.

Meaningful collaborations. From our experience studying existing buildings and historic properties, we bring an understanding of the key considerations for determining the future use of such facilities and the intricate interface of the varied stakeholders touched by a project. Through this understanding, we develop solutions that are conceived from a collaboration with our clients and community stakeholders, based on the unique context of each project. Our expectation is to work in a similar manner with you.

Purposeful design. Our team brings invaluable experience, expert planning and analysis, and innovative strategies that will be critical to working with you to expediently determine recommendations for the future use of Memorial Hall that best meet the needs of the Joplin community, while fostering positive outcomes. We are confident you will benefit from the synergies of our team!

Joplin-centric Approach. Understand Our Clients' Why. Explore Possibilities. Land Where It Makes Sense. Ensure Sound Execution. These principles provide the framework for completing a study of Memorial Hall that provides planning strategies that are actionable and resonate with the community. Please note that SFS has also submitted a Proposal for the Ewert Pool Study. The same guiding principles will be applied to that study. If selected for both projects, we anticipate efficiencies could be realized.

Thank you for your consideration. We look forward to the opportunity to share our approach to collaborating with you on this important community initiative.

Sincerely,

Kerry K. Newman, AIA, LEED AP | Principal-in-Charge
knewman@sfsarch.com | 816/541-2255 (direct)

Brian Garvey, AIA, DBIA, LEED AP | Principal
bgarvey@sfsarch.com | 816/541-2277 (direct)

TABLE OF CONTENTS

Letter of Introduction	
Company Profiles	01
Organizational Structure + Resumes	07
Experience + Qualifications	25
References	57
Project Approach + Timeline	61
Project Cost	69



01 COMPANY PROFILES

SFS Architecture: Driven by Connections

At SFS Architecture, we enrich communities through meaningful collaborations and purposeful design. Design is what we do; it's what we love. And what we love most is design that is dynamic and sustainable, enduring and enriching — design that builds relationships between people, their communities and the larger environment.

For nearly 50 years, our client-focused process has resulted in architecture that connects beauty with function and our clients' vision with reality. Each project begins and ends with discovery: of an organization's unique needs; of a community's character and aspirations; of the details that spark the "big idea" behind each design.

Successful projects begin with strong relationships. We engage our clients in a collaborative dialogue throughout the process. We exchange ideas, share expertise and – above all – we listen. Through open, candid communication, we gain consensus and create truly successful design.

Year of Inception and History

Since the firm's inception in 1973, we have utilized a rigorous design approach to achieve our clients' goals for quality, function, budget, schedule and sustainability.

SFS has successfully managed projects for the public sector and routinely works with communities throughout the Midwest on community development projects. We have completed numerous projects throughout Missouri and southeast Kansas, and are familiar with the environmental, physical and geological conditions of the area, the construction market and other factors that could influence site development, building design and construction strategies.

Contact Information

Kerry Newman, AIA, LEED AP, Principal-in-Charge
2100 Central Street, Suite 31; Kansas City, MO 64108
o: 816.474.1397 f: 816.421.8024 e: knewman@sfsarch.com



Business Structure / Firm Leadership

Founded in 1973, SFS Architecture (formerly Shaughnessy Fickel and Scott Architects) is a State of Missouri registered Corporation authorized to practice architecture in the State of Missouri. Proof of relevant firm licensure and certifications follow.

SFS thrives under the leadership of principals Kerry Newman, Marsha Hoffman, Brian Garvey, Kwame Smith and Kelly Edinger Stindt. Principal leadership and involvement throughout all projects is a hallmark of our approach to client service. The firm currently has a staff of 37 that includes registered architects, architectural graduates and interior designers, many of whom are LEED accredited professionals, as well as support staff.

SFS is an Equal Opportunity Employer.

Full-service Architecture, Interior Design and Planning

SFS offers a full range of services, including:

- Facility and Site Master Planning
- Programming and Space Planning
- Facility and Site Condition Surveys/Forensics
- Feasibility Studies
- Technical Studies
- High Performance Energy Studies
- Site Selection, Site Utilization Studies, Regulatory Approval Processes
- Stakeholder and Community Engagement
- Fundraising/Capital Campaign Assistance
- Architectural Design/Documentation
- Interior Architecture/Documentation
- Interior Design/Documentation
- FF&E Design/Procurement/Administration
- Sustainable Design/LEED Documentation
- Bidding/Negotiations/Bid Analysis
- Contract Award Assistance
- Construction Administration
- Project Close-out, Start-up Assistance,
- Warranty Review, Post-construction Evaluation
- Project Administration
- Owner's Representative Services
- Construction Management
- Move Management
- Post-occupancy Evaluations
- Research



State of Missouri

Missouri Department of Commerce and Insurance
Division of Professional Registration
Board for Architects, Engineers, Land Surveyors & Landscape Architects

Architectural Corporation

VALID THROUGH DECEMBER 31, 2021
ORIGINAL CERTIFICATE/LICENSE NO. 000122

SFS ARCHITECTURE, INC.
2100 CENTRAL ST STE 31
KANSAS CITY MO 64108
USA

EXECUTIVE DIRECTOR

DIVISION DIRECTOR

Subconsultants

OLSSON

Civil Engineer +
Landscape Architect

OFFICES:

702 S. Main Street
Joplin, MO 64801
T: 417/781-4714

olsson.com

With offices in Joplin, Olsson is a nationally recognized, employee-owned engineering and design firm with a rich history of success. Founded in 1956 on the very mindset that drives it today, Olsson is focused on improving communities by making them more sustainable, better connected and more efficient. Simply put, Olsson works to leave the world better than they found it.

Olsson believes a community's foundation is strengthened through partnership and collaboration between the communities and the people who live there. This has been a core value of the firm's since day one. And it's why they have worked closely with some communities for more than 50 years.

The work Olsson does in both large and small communities has improved the residents' lives in many ways through services such as infrastructure, environmental, field services and facilities engineering. Olsson designs safe roads that keep traffic moving; efficient water and wastewater treatment plants that meet the community's needs; innovative and energy-efficient buildings where people work and meet; well-designed airports; and much more.

BOB D. CAMPBELL AND COMPANY

Structural Engineer

OFFICES:

4338 Belleview Avenue
Kansas City, MO 64111
T: 816/531-4144

bdc-engineers.com

BOB D. CAMPBELL & CO.
Structural Engineers Since 1957

Bob D. Campbell and Company has served the Kansas City architectural community for more than 60 years and continues to work with SFS Architecture on a variety of community projects. Bob D. Campbell and Company has provided structural engineering design services on a variety of community facilities, many of them historically significant, including civic and community centers, park facilities and other community gathering facilities.

As structural engineering consultants, Bob D. Campbell and Company provides a professional service that spans from the conceptual stages through construction phase inspections. The staff's diversity of experience is applied to all areas of concern relating to structural design and in service behavior, including environmental cause and effects.

Our knowledge of various construction materials provides an understanding of the performance and behavior of structures over their lifespan and formulates a basis of design for improved durability.

SMITH & BOUCHER

M/E/P/FP Engineer

OFFICE:

25501 Valley parkway, #200
Olathe, KS 66061
T: 913/345-2127

smithboucher.com

smith&boucher
ENGINEERS

Smith & Boucher is a full service M/E/P/FP firm that provides engineering design for all project types and clients, located in the Kansas City area. Projects have covered nearly all 50 states as well as multiple projects in Central and South America.

Design expertise includes HVAC, plumbing, electrical power, electrical lighting, building management systems, fire alarm systems, fire protection systems, as well as the low voltage IT/Data, audio visual, CCTV, and building security systems. Market segments include everything from multifamily, mixed-use, retail, commercial office and hospitality to community recreation, cultural arts, education, healthcare and hospitality.

Smith & Boucher services include M/E/P/FP design and consulting engineering involving the design and production of construction documents. Building system commissioning, involves engineers working in the field to ensure building HVAC and electrical systems are installed properly and operating at optimal performance. Energy auditing and turnkey energy project implementation is the support that Smith & Boucher provides to Navitas, the firm's sister company that specializes in turnkey energy projects. Typical Navitas projects include the analysis, development, design,construction and financing arrangement based on calculated and guaranteed energy savings.

PEERBOLTE CREATIVE

Theatrical Consultant

OFFICE:
PO Box 754
Warrensburg, MO 64093
T: 660/429-138

peerbolte.com

PEERBOLTE CREATIVE LLC
THEATRICAL CONSULTATION AND DESIGN

Peerbolte Creative is grounded in decades of practical experience in the arts and entertainment industry. The firm was founded by David Peerbolte, Theatre Planner, Professor Emeritus-University of Central Missouri and professional technical director. Peerbolte Creative opened a dedicated office in 1995 and has since grown from a small local company to a regional firm with a national reputation and an extensive portfolio of satisfied clients. In 2018, David retired and passed the reigns to longtime consultant Carl Hutcherson.

The staff at Peerbolte Creative has worked in theatres of all types; they understand performance equipment, support spaces, physical requirements and audience comforts. This perspective benefits the owner, the design team and the practitioner by designing appropriate solutions for each distinctive facility. Many venues are designed to be multi-use spaces which accommodate theatrical performances, music concerts, speakers, and presentations. Other facilities have dedicated spaces that are designed to meet the specific needs of a single discipline. As planners they are able to convey the desires, vision and needs of the clients into viable and sustainable designs that will benefit each facility now and into the future.

BALLARD*KING & ASSOCIATES

Operations / Market Analysis

OFFICE:
2743 E. Ravenhill Circle
Highlands Ranch, CO 80126

ballardking.com

bk

Ballard*King & Associates (B*K) is a recreation facility planning and operations consulting firm specializing in recreation, aquatic and sports feasibility studies, parks and recreation master plans, operational audits and assessments for recreation, sports and wellness facilities and management solutions for parks and recreation departments or organizations. B*K has achieved more than 25 years of success by realizing that each client's needs are specific and unique.

B*K provides a variety services for clients who are considering a recreation center, aquatic center or park master planning project. The firm's vast practical experience enables them to guide clients through the challenges of evaluating current pricing and cost recovery strategies and implementing changes to achieve a more efficient operation.

The firm has completed more than 700 projects in 48 states and has working relationships with more than 140 architects coast-to-coast, including SFS Architecture. B*K is honored to be the recipient of five Athletic Business Facilities of Merit Awards.

WEBB MGMT

Cultural Arts Consultant

OFFICE:
501 Fifth Avenue, #1201
New York, NY 10017
T: 212/929-5040

webbmgmt.org

WM

Founded by Duncan Webb in 1997, Webb Mgmt is a leading provider of advisory services for the development and operation of cultural facilities, organizations, agencies and districts. Clients include municipalities, colleges and universities, nonprofit arts organizations, community and private foundations, commercial developers, economic development agencies and various friends of the arts.

Webb Mgmt's mission is to advance the arts with sound planning and research.

Over the past 22 years, the firm has developed more than 450 feasibility studies, business plans, strategic plans and specialized research and consulting for facilities and organizations in the world of arts and culture, including numerous studies focused on the renovation and adaptive re-use of iconic facilities. Needs assessments consider, in great detail, whether and what facilities should be developed, improved or expanded based on sound research and analysis of market conditions and opportunities. Business plans meticulously address how such entities should be programmed, operated and financially sustained. This work is often completed right after the needs assessment, combining to form a comprehensive facility feasibility study.

AVANT ACOUSTICS

Audiovisual and Acoustical Design

OFFICES:
14827 West 95th Street
Lenexa, KS
T: 913/888-9111

avantacoustics.com

AVANT ACOUSTICS

Established in 1964, AVANT ACOUSTICS is a world-class acoustical consulting and audio-visual design firm. Their innovative team of creative professionals can carefully assess the needs of a project and provide efficient solutions for architectural acoustics and audio-visual technology.

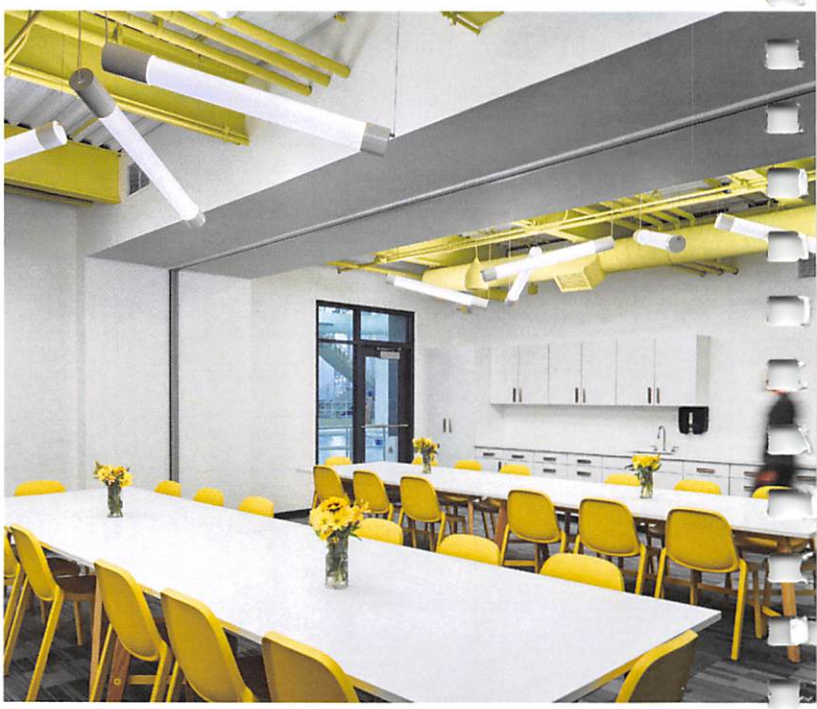
AVANT ACOUSTICS has tackled countless projects from concert venues to civic and convention centers and community facilities. From the feasibility stage through all phases of design, construction, and commissioning a venue sound system and audio-visual system, AVANT ACOUSTICS can provide services and support for any project.

By providing unparalleled project management with untiring advocacy for superior acoustics and technology implementation, AVANT ACOUSTICS strives to enhance the experience of design teams, facility owners, and end-user alike. In the process, they hold themselves to the highest standards of integrity, professionalism, and quality control, which results in exceptional projects for their partners and clients time and time again.











02 ORGANIZATIONAL STRUCTURE + RESUMES

The availability of qualified staff is an important factor when deciding on the right firm to hire for your project. All members of the SFS team have evaluated our respective workloads and can commit the necessary staff to complete the outlined project scope of work. The staff presented herein is prepared to begin the feasibility study upon Notice-to-Proceed. With 37 SFS staff members, and the staff of our qualified consultants, we have the resources to execute the services required for the Memorial Hall Study project. We will work with you to meet any critical timeframe or scheduling issues that may arise.

The following **Project Team Organization Chart** illustrates the roles and responsibilities of our proposed team and each key team member. Please note that this team has collaborated on several similar projects. Through this work, our team has established project management and communication procedures that allow for seamless integration of all disciplines throughout all phases of the project. In addition, our team includes professionals licensed in the State of Missouri. Resumes highlighting the qualifications and experience of key SFS Project Team members are provided on the following pages.

SFS Core Leadership

Kerry Newman
AIA, LEED AP
Principal-in-Charge

Brian Garvey
AIA, DBIA, LEED AP
Principal Architect / Community Engagement Lead

Architecture, Planning + Design

Dana Gould
AIA, LEED AP
Historic Preservation Architect

Dirk Henke
AIA, LEED AP BD+C
Project Architect

Derek McMurray
Design Support

Specialty Consultants

Olsson
CLAYTON CRISTY
PE, CFM
CIVIL ENGINEER

JANE EARNHART
PLA, ASLA, LEED GA
LANDSCAPE ARCHITECT

Bob D. Campbell and Company
CHRIS BOOS
PE
STRUCTURAL ENGINEER

Ballard* King & Associates
JEFF KING
OPERATIONS/MARKET ANALYST

DARIN BARR
CPRP
OPERATIONS/MARKET ANALYST

Webb Mgmt
DUNCAN WEBB
CMC
CULTURAL ARTS CONSULTANT

As Needed for Optional Scope

Smith & Boucher
CHRIS ALBRIGHT
PE, CEM, LEED AP, CXA
LEAD M/E/P ENGINEER

LEE PIVERAL
PE, CEM, CMVP, CxA, LEED AP
ELECTRICAL ENGINEER

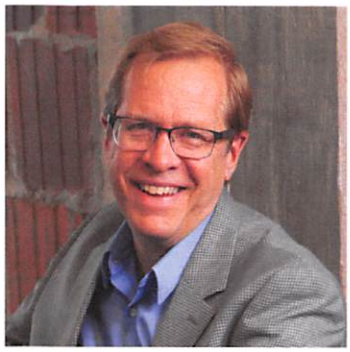
MATT PELLMAN - PE, CGD
MECHANICAL ENGINEER

Peerbolte Creative
CARL HUTCHERSON
THEATRICAL CONSULTANT

AVANT Acoustics
JOHN HODGSON - CTS-D
AUDIO-VISUAL / ACOUSTICAL DESIGN CONSULTANT

Additional Staff Resources

SFS and its subconsultants can draw on additional staff resources to support project delivery. In addition, SFS has established relationships with other consultants specializing in areas specific to community facilities, such as environmental, exhibit design, code/life safety, among others, that can be leveraged to address specialized scope requirements, if needed.



Kerry Newman AIA, LEED AP

Principal-in-Charge

Kerry, a Principal with SFS Architecture, has 36 years of experience collaborating with communities on important development initiatives. His portfolio of work includes 60+ community facilities, including multipurpose recreation centers, civic centers, activity centers, athletic facilities, aquatic centers, parks and other venues for community gathering. Through this experience, Kerry has developed the ability to coordinate among varied stakeholders and interests during the planning, design and construction process and guide the group to consensus for final project direction. Evident throughout all of Kerry's work is his drive to create quality public architecture to serve the community. Each project is given the detailed attention required to address the community's unique needs.

FIRM
SFS Architecture

YEARS OF EXPERIENCE
With Firm: 32
Total: 36

EDUCATION
Bachelor of Architecture
Iowa State University

Bachelor of Arts in Architecture
Iowa State University

REGISTRATIONS
Licensed Architect
LEED Accredited Professional

PROFESSIONAL ACTIVITIES
American Institute of Architects

Association for Preservation Technology

Kansas Recreation and Park Association

Missouri Parks and Recreation Association

NOTABLE PROJECTS

- Meadowbrook Activity Center + Park Improvements, Prairie Village, KS*
- Meadwobrook Park Clubhouse Feasibility Study, Prairie Village, KS
- Bonner Springs Government Services Center (Adaptive Reuse), Bonner Springs, KS*
- Civic Park Improvements, Including Krekel Civic Center and Aquatic Center Expansion, O'Fallon, MO*
- Heckart Community Center, Sedalia, MO*
- Excelsior Springs Community Center, Excelsior Springs, MO*
- Lake Olathe Park, Including Beach, Beach House and Other Park Amenities, Olathe, KS
- Olathe Community Center at Stagecoach Park, Olathe, KS
- Northland Regional Community Center Feasibility Study, Kansas City, MO*
- UG Healthy Campus/YMCA Community Center Planning Study, Kansas City, KS*
- Downtown Salina Fieldhouse, Salina, KS
- Columbia Sports Fieldhouse at Philips Park, Columbia, MO
- Historic Truman Depot Restoration and Pacific Avenue Trail, Independence, MO
- Historic Missouri State Fairgrounds Building Improvements, Sedalia, MO
- Irene B. French Community Center Feasibility Study, Merriam, KS*
- Blue Springs Community Center Feasibility Study, Blue Springs, MO*
- Northeast Community Center Feasibility Study and Sports Complex Design, Kansas City, MO*
- Fulton Community Center, Fulton, MO*
- Camdenton Community Center, Camdenton, MO*
- Kirksville Community Recreation and Aquatic Center, Kirksville, MO
- Roeland Park Community Center Improvements Planning, Roeland Park, KS*
- Lenexa Community Center/Senior Center Planning Study, Lenexa, KS*
- Merriam Recreation Facilities Master Plan, Merriam, KS*
- Blue Springs Fieldhouse Renovation (Adaptive Reuse), Blue Springs, MO*
- Recreation Park Activity Center, Raymore, MO
- Maryville Community Center + Addition, Maryville, MO
- New Community Recreation Centers at Eisenhower and Anthony Middle Schools, Manhattan, KS
- Milwaukee Public Schools Community Center Feasibility Study, Milwaukee, WI
- Pleasant Hill Community Center Planning Study, Pleasant Hill, MO
- Ernie Miller Park and Nature Center Master Plan Update/Park Structures Assessment, Olathe, KS
- Hawk Ridge Park and Amphitheater Improvements, Raymore, MO
- Kill Creek Park Observation Tower, Olathe, KS
- Shawnee Mission Park Marina Improvements, Shawnee, KS
- Legacy Park Amphitheater, Lee's Summit, MO
- Belmont Park, Shawnee, KS
- Historic Strang Park Improvements, Overland Park, KS
- Young's Aquatic Center Entry Building, Overland Park, KS
- Lone Elm Park Improvements, Olathe, KS
- Rising Star Park Master Plan, Platte City, MO
- West Park Master Plan, Warrensburg, MO

**Project included Feasibility Study*



Brian Garvey AIA, DBIA, LEED AP

Principal Architect / Community Engagement Lead

Brian is a Principal at SFS with 17 years of experience spanning all aspects of planning, design and construction. Brian's portfolio of work includes a broad range of project types, with a special emphasis on programming, facility master planning, feasibility studies and design of community parks, recreation and aquatic facilities. Facilities have included multipurpose community recreation centers, civic centers, activity centers, fieldhouses, park structures, amphitheaters and open space, among other amenities. He is accustomed to working with public entities and multi-disciplined teams to execute projects with demanding goals for stakeholder engagement, consensus, program, innovation, value, quality and sustainability.

FIRM
SFS Architecture

YEARS OF EXPERIENCE
With Firm: 13
Total: 17

EDUCATION
Bachelor of Architecture
University of Kansas

REGISTRATIONS
Licensed Architect: MO

NCARB Certified

LEED Accredited Professional

Certified Design-Build Professional

PROFESSIONAL ACTIVITIES
American Institute of Architects

National Council of Architectural Registration Boards

Historic Kansas City Foundation

Design-Build Institute of America

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Irene B. French Community Center Feasibility Study, Merriam, KS*
- Lake Olathe Park, Including Beach, Beach House and Other Park Amenities, Olathe, KS
- Meadowbrook Activity Center + Park Improvements, Prairie Village, KS*
- Meadowbrook Park Clubhouse Feasibility Study, Prairie Village, KS
- Civic Park Improvements, Including Krekel Civic Center and Aquatic Center Expansion, O'Fallon, MO*
- Heckart Community Center, Sedalia, MO*
- Excelsior Springs Community Center, Excelsior Springs, MO*
- Olathe Community Center at Stagecoach Park, Olathe, KS
- Northland Regional Community Center Feasibility Study, Kansas City, MO*
- UG Healthy Campus/YMCA Community Center Planning Study, Kansas City, KS
- Blue Springs Community Center Feasibility Study, Blue Springs, MO*
- Northeast Community Center Feasibility Study and Sports Complex Design, Kansas City, MO*
- Fulton Community Center, Fulton, MO*
- Camdenton Community Center, Camdenton, MO*
- Kirksville Aquatics Center, Kirksville, MO
- New Community Recreation Centers at Eisenhower and Anthony Middle Schools, Manhattan, KS
- Roeland Park Community Center Improvements Planning, Roeland Park, KS*
- Lenexa Community Center/Senior Center Planning Study, Lenexa, KS
- Merriam Recreation Facilities Master Plan, Merriam, KS
- Columbia Sports Fieldhouse at Philips Park, Columbia, MO
- Blue Springs Fieldhouse (Adaptive Reuse), Blue Springs, MO*
- Johnson County Arts and Heritage Center Museum Gift Shop and Cafe, Overland Park, KS
- Linden Square at Gladstone Village Center, Gladstone, MO
- Rising Star Park Master Plan, Platte City, MO
- Fort Scott Aquatic Center, Fort Scott, KS
- Wayside Waifs Site Master Plan; Shelter Renovation/Addition; New Canine Behavior Center, Kansas City, MO
- Endangered Wolf Center Education Building, Eureka, MO

**Project included Feasibility Study*



Dana Gould AIA, LEED AP

Historic Preservation Architect

Dana, an Associate with SFS, is an historic preservation architect and project manager. She has dedicated her career to the preservation and rehabilitation of historic buildings. Recognizing the cultural significance historic buildings represent within their communities, Dana works with property owners to preserve their building's historic integrity while creating functional spaces for contemporary and future generations. She takes the time to understand each property she works on, delving into the history, significance and construction of the building before developing comprehensive solutions that respect its sense of place and history.

FIRM
SFS Architecture

YEARS OF EXPERIENCE
With Firm: 2.5
Total: 23

EDUCATION
Bachelor of Architecture, Drury University

Master of Science in Historic Preservation, University of Pennsylvania

REGISTRATIONS
Licensed Architect: MO

LEED Accredited Professional

Meets CFR 36 Part 61 USA Historical Architect Professional Qualifications Standards

PROFESSIONAL ACTIVITIES
American Institute of Architects - Kansas City Chapter

Association for Preservation Technology, Central Plains Chapter

Missouri Alliance for Historic Preservation

National Trust for Historic Preservation

NOTABLE PROJECTS

- Bonner Springs Government Services Center (Adaptive Reuse), Bonner Springs, KS
- Historic Truman Depot Restoration and Pacific Avenue Trail, Independence, MO
- Missouri State Fair Coliseum and Women's Building Renovation/Restoration, Sedalia, MO
- Blue Springs City Hall Renovation, Blue Springs, MO
- Missouri State Capitol, Exterior Masonry Restoration, Jefferson City, MO*
- SGT Charles R. Long U.S. Army Reserve Center Full Facility Restoration (Design-Build), Independence, MO
- Shawnee Mission Park Marina Improvements, Johnson County, KS
- Building Envelope Condition Study, Roman L. Hruska U.S. Courthouse, Omaha, NE
- Des Moines U.S. Courthouse Feasibility Study, Des Moines, IA
- Webster School Adaptive Reuse / Restoration, Kansas City, MO*
- University of Missouri - Columbia, Jesse Hall Elevator, HVAC and Fire Safety Systems Modernization, Columbia, MO*
- German Consulate Seismic Upgrade and Rehabilitation, San Francisco, CA*
- Fort Leavenworth Buildings 853, 8126, 8226, 8245 and 8468-487 Design-Build Rehabilitation, Fort Leavenworth, KS*
- Building System Modernization and Window Restoration, Milwaukee Federal Building, Milwaukee, WI*
- Historic Waldo Water Tower Restoration Feasibility Study, Kansas City, MO*
- Greater Holy Temple Church Renovation Phase 1 Planning, Kansas City, MO*
- Christ Church Anglican Nave Restoration, Overland Park, KS
- St. Mary Queen of the Universe Catholic Church Master Plan and Renovation, Salina, KS
- St. Malachy Catholic Church Master Plan, Beattie, KS
- St. Joseph Catholic Church Restoration, Topeka, KS
- Country Club Congregational Church Restoration Feasibility Study, Kansas City, MO*

*Prior to employment with SFS



Dirk Henke AIA, LEED AP BD+C

Project Architect

Dirk brings 20 years of experience with a variety of projects and has been responsible for all aspects of project delivery, including: project management; client/stakeholder group engagement; design conceptualization, development and documentation; specifications; and permitting, bidding and construction administration. Dirk thrives on the principle that good design is collaborative as much as it is intuitive, and being humble, open-minded and curious leads to the most innovative discoveries and solutions.

FIRM
SFS Architecture

YEARS OF EXPERIENCE
With Firm: 2+
Total: 20

EDUCATION
Bachelor of Architecture
University of Kansas

REGISTRATIONS
Licensed Architect: NY

LEED Accredited Professional Building Design + Construction

NCARB Certified

PROFESSIONAL ACTIVITIES
American Institute of Architects

NOTABLE PROJECTS

- Bonner Springs Government Services Center (Adaptive Reuse), Bonner Springs, KS
- Manhattan Recreation Centers, Manhattan, KS
- Hawk Ridge Park and Amphitheater Improvements, Raymore, MO
- Civic Park Improvements, Krekel Civic Center and Aquatic Center Expansion, O'Fallon, MO
- UG Healthy Campus YMCA/Community Center Planning, Kansas City, KS
- Wayside Waifs Master Plan and Expansion, Kansas City, MO
- 4th Floor Renovation, Roman L. Hruska Federal Building and U.S. Courthouse, Omaha, NE
- UMB Technology Center 3rd Floor Renovation, Kansas City, MO
- Chapman Theatre Renovation, Kansas State University, Manhattan, KS*
- Waters Hall Classroom 231/Lecture Hall Modernization, Kansas State University, Manhattan, KS*
- Waters Hall Classroom 328/Lecture Hall Modernization, Kansas State University, Manhattan, KS*
- 4th Floor Cherry Hall Renovation, University of Missouri-Kansas City*
- Swallow Hall Renovation and Expansion, University of Missouri-Columbia*
- Wolpers and Johnston Hall Renovation, University of Missouri-Columbia*
- Barkley House Addition to Hatch Hall Design Study, University of Missouri-Columbia*
- Power Plant Addition, University of Missouri-Columbia*
- MCC Longview Campus Enrollment Center Renovation, Lee's Summit, MO*

*Prior to employment with SFS



Derek McMurray

Design Support

Derek, an Associate with SFS, has 18 years of architectural experience encompassing the planning and design of a broad range of facilities, including aquatics, parks and recreation. His work on these projects is all encompassing—from upfront planning and design development to the preparation of construction documents and construction administration. Derek's ability to communicate design concepts graphically using a variety of 2D and 3D tools allows the design team to thoroughly express the design intent to the client and other project stakeholders from the very early stages of the planning process.

FIRM
SFS Architecture

YEARS OF EXPERIENCE
With Firm: 11+
Total: 18

EDUCATION
Bachelor of Architecture
Kansas State University

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Johnson County Arts and Heritage Center Cafe, Overland Park, KS
- Meadowbrook Park and Activity Center, Prairie Village, KS
- Meadowbrook Park Clubhouse Feasibility Study, Prairie Village, KS*
- Bonner Springs Government Services Center (Adaptive Reuse), Bonner Springs, KS
- Legacy Park Amphitheatre, Lee's Summit, MO
- 9/11 Memorial, Overland Park, KS
- St. Peter's Church New Multipurpose Space and K-8 School Renovation/Addition, Kansas City, MO*
- Gangwish Library and Gibson Student Center, Ottawa University, Ottawa, K
- Thompson Center (Adaptive Reuse), University of Missouri-Columbia
- Cathedral of the Immaculate Conception East Campus Master Plan, Kansas City, MO
- Fulton Recreation Center, Fulton, MO*
- Northeast Community Center Feasibility Study and Phase 1 Sports Complex, Kansas City, MO*
- Mattie Rhodes Northeast Community Center Conceptual Planning, Kansas City, MO
- Maryville Recreation Center Addition, Maryville, MO*
- Ottawa University Recreation and Athletic Facilities Improvements, Ottawa, KS
- Big Bull Creek Park Maintenance Facility and Police Substation, Edgerton, KS
- Endangered Wolf Center Education Building, Eureka, MO
- Wayside Waifs Expansion Master Planning Study, Kansas City, MO
- Wayside Waifs Pets for Life Community Center Planning Study, Kansas City, MO
- Bluford Branch Library Renovation, Kansas City, MO
- Pleasant Hills Aquatic Center, Pleasant Hill, MO*
- Mission Aquatic Center, Mission, KS*
- Maring Aquatic Center, Chanute, KS
- Excelsior Springs Outdoor Aquatic Center Planning, Excelsior Springs, MO*
- Marshall Parks and Recreation Master Plan Update and Improvements, Marshall, MO
- Utility Park and City Zoo Planning and Concept Design, Clay Center, KS

*Project included Feasibility Study



Clayton Christy PE, CFM

Civil Engineer

Clayton, located in Olsson's Joplin office, is a Vice President and Team Leader with experience in all-things engineering—including transportation engineering, municipal infrastructure design, residential and commercial development, water distribution, and wastewater management. His understanding of requirements for a project successful involves assembling the team, identifying a realistic budget and schedule, and building relationships with project stakeholders.

FIRM
Olsson

YEARS OF EXPERIENCE
With Firm: 4
Total: 27

EDUCATION
Bachelor of Science in Civil Engineering, Missouri University of Science and Technology

REGISTRATIONS
Licensed Professional Engineer: MO + Others

Certified Floodplain Manager

NOTABLE PROJECTS

- City of Joplin On-Call Services Contract, Joplin, MO
- Joplin Public Library, Joplin, MO
- Joplin Infrastructure Improvement Projects, Joplin, MO
- Joplin Trails, Joplin, MO
- Joplin Training Facility, Joplin, MO
- Joplin TIGER Grant Reporting Phase 2 for Maiden Lane, Joplin, MO
- Joplin Community Development Block Grant (CDBG) Main Street Improvements, Joplin, MO
- Joplin CDBG DR-1 Mohaska Trail, Joplin, MO
- Joplin Area Transportation Study Organization, Joplin MO
- Christ in Youth Site Development, Joplin, MO
- Wildwood Ranch Joplin #10, Joplin, MO
- Wildwood Ranch Conceptual Development Plan, Joplin, MO
- Neev Holdings Holiday Inn Site Development, Joplin, MO
- Taylor Performing Arts Center Rehabilitation of Masonry Walls, Missouri Southern State University, Joplin, MO
- Metro Transportation Plan Update, Joplin, MO
- Jasper County On-Call Services Contract, Jasper County, MO
- Longhorn Restaurant, Branson, MO
- Preserve Self Storage Facility Site Development, Branson, MO
- Carthage Water and Electric Plant, Industrial Site Readiness, Carthage, MO



Jane Earnhart PLA, ASLA, LEED GA

Landscape Architect

Jane coordinates projects for clients and breaks our work down into tasks that we can complete efficiently and effectively to achieve our clients' goals. She strives to look at issues from multiple perspectives to develop win-win solutions for all stakeholders, resulting in projects with purpose.

FIRM
Olsson

YEARS OF EXPERIENCE
With Firm: 10
Total: 34

EDUCATION
Bachelor of Landscape Architecture,
Kansas State University

REGISTRATIONS
Professional Landscape Architect: MO + Others

NOTABLE PROJECTS

- Pitt Development Group, Pitt Development Mercy Joplin 50th Street Clinic Design Documents, Joplin, MO
- O'Reilly Development, Villas Residential Development, Joplin, MO
- Joplin Tree Planting Policy, Joplin, MO
- PAP 7-1 Joplin CDBG Main Street Improvements, Joplin, MO
- PAP 7-1 Joplin 20th Street Improvements, Joplin, MO
- Brazos Restaurant Corporation, Cheddar's Casual Café, Joplin, MO
- Various CDBG Surface and Storm Projects, Joplin, MO
- Wildwood Senior Living Facility, Joplin, MO
- Mercy Bolivar Clinic, Bolivar, MO
- Apartment Developments, Springfield, Carthage and Joplin, MO
- Forest Park Apartments, Joplin, MO
- Christian County Judicial Center, Christian County, MO
- Missouri National Guard Aviation and Classification Repair Army Depot (AVCRAD), Springfield, MO
- Kansas Army and Air National Guard, Pratt MVSC Expansion, Pratt, KS
- Veteran Housing Development, Carterville, MO
- Veterans Affairs Marion Mental Health Addition, Marion, IL
- Greene County Public Safety Coordination Center, Springfield, MO



Chris Boos PE

Structural Engineer

Chris is a Principal at Bob D. Campbell & Company with more than 20 years of experience in structural design, drawing development and construction observation. He is accustomed to working with municipalities on a variety of community projects, including civic and community recreation centers, park facilities and swimming pools, as well as other projects. Chris continues to work with SFS on a variety of projects.

FIRM
Bob D. Campbell & Company

YEARS OF EXPERIENCE
With Firm: 11
Total: 22

EDUCATION
Bachelor of Science in Architectural Engineering

REGISTRATIONS
Licensed Professional Engineer

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Blue Springs Fieldhouse Renovation (Adaptive Reuse), Blue Springs, MO*
- Raymore Activity Center, Raymore, MO*
- Fulton Community Center, Fulton, MO*
- Legacy Park Amphitheatre Improvements, Lee's Summit, MO*
- Ottawa University New Press Box, Ottawa, KS*
- City Hall Renovation/Expansion, Blue Springs, MO*
- Fairway City Hall (Adaptive Reuse), Fairway, KS*
- Belton City Hall Renovation, Belton, MO*
- Big Bull Creek Park Maintenance Facility and Police Substation, Edgerton, KS*
- Missouri Gas Energy Service Center Design-Build, St. Joseph, MO*
- Grandview Police Storage Building, Grandview, MO*
- Mozingo Lake Welcome Center Planning, Maryville, MO*
- Fairway Aquatic Center and Multipurpose Room, Fairway, KS*
- Brookfield Aquatic Center, Brookfield, MO*
- Pleasant Hill Aquatic Center, Pleasant Hill, MO*
- Mission Aquatic Center, Mission, KS*
- Chanute Aquatic Center, Chanute, KS*
- Highlandview Pool Design, Overland Park, KS*
- Stonegate Pool, Overland Park, KS*
- Indian Hills Country Club Pool House Renovation, Mission Hills, KS
- Shawnee Mission School District Aquatic Center, Lenexa KS
- Heartland Center Aquatics Center, Parkville, MO
- Homestead Country Club Swim Facility and Tennis Pavilion, Prairie Village, KS

* Collaboration with SFS Architecture



Chris Albright

PE, CEM, LEED AP, CXA

Lead M/E/P Engineer

An officer of the firm, Chris Albright is a complex problem solver and forward thinker. Chris is highly experienced in MEP design, facility assessments, energy audits, master planning, and commissioning services. Chris has extensive knowledge beyond MEP systems and extends into envelope and general construction activities. His knowledge and foresight is utilized to solve issues before they become problems.

FIRM
Smith & Boucher

YEARS OF EXPERIENCE
With Firm: 22
Total: 22

EDUCATION
Bachelor of Science in Architectural Engineering, Kansas State University

REGISTRATIONS
Licensed Professional Engineer: MO + Others

Certified Energy Manager

LEED Accredited Professional

Certified Commissioning Authority

PROFESSIONAL ACTIVITIES
Building Commissioning Association

AABC Commissioning Group, American Society of Heating, Refrigerating & Air-Conditioning Engineers

Society of American Military Engineers, National

Fire Protection Association

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Wayside Waifs Expansion, Kansas City, MO*
- Spencer Museum Renovation, University of Kansas, Lawrence, KS
- Nelson-Atkins Museum of Art Commissioning, Kansas City, MO
- Museum of Prairiefire Commissioning, Overland Park, KS
- Flint Hills Discovery Center, Manhattan, KS
- Toy & Miniature Museum Improvements, Kansas City, MO
- Merriam Community Center Commissioning, Merriam, KS
- Blue Valley Recreation Center, Overland Park, KS
- Jewish Community Center HVAC Study, Overland Park, KS
- City of Olathe Commissioning: Park Maintenance, Police Headquarters, Fire Station 8, Olathe, KS
- Indian Creek Library, Olathe, KS
- Gladstone City Hall Facility Assessment, Gladstone, MO
- Apostle Islands National Lakeshore Visitor Center Commissioning, Bayfield, WI*
- Santikos Theatres and Entertainment Center, San Antonio, TX
- KCK Fire Department Maintenance Facility Study and Design, Kansas City, KS
- Boehringer Ingelheim Animal Health Cosby 240 Feasibility Study, St. Joseph, MO
- KU Student Union Renovation, Lawrence, KS

* Collaboration with SFS Architecture



Matt Pellman PE, CGD

Mechanical Engineer

A skilled mechanical engineer with a keen sense to design possibilities, Matt has designed mechanical and electrical systems involving airside and waterside HVAC, and plumbing for a variety of installations. His project experience includes commercial, educational and public installations. His projects have been followed through from initial design to their construction completion.

FIRM
Smith & Boucher

YEARS OF EXPERIENCE
With Firm: 16
Total: 16

EDUCATION
Bachelor of Science in Architectural Engineering, University of Kansas

REGISTRATIONS
Licensed Professional Engineer: MO + Others

Certified GeoExchange Designer

PROFESSIONAL | ACTIVITIES
American Society of Heating, Refrigerating & Air-Conditioning Engineers

American Society of Plumbing Engineers

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Meadowbrook Park Activity Center, Overland Park, KS*
- Kansas City Zoo Penguin Exhibit, Kansas City, MO
- Kansas City Zoo Orangutan Exhibit, Kansas City, MO
- Boehringer Ingelheim Animal Health Cosby 240 Feasibility Study, St. Joseph, MO
- Thornberry Boys and Girls Club, Kansas City, MO
- Apostle Islands National Lakeshore Visitor Center, Bayfield, WI*
- Tomahawk Community Center, Overland Park, KS
- Indian Creek Library, Olathe, KS
- Yates Center Gym Renovation, Yates Center, KS
- Woodside Racquetball Club, Westwood, KS
- Indian Hills Country Club Improvements, Mission Hills, KS
- Hallmark/Crown Center Renovations, Kansas City, MO
- Ft. Hood Apache Arts and Crafts Center, Ft. Hood, TX
- Kansas City Art Institute Student Living Center and Art Store Renovations, Kansas City, MO

* Collaboration with SFS Architecture



Lee Piveral

PE, CEM, CMVP, CxA, LEED AP

Electrical Engineer

Lee has designed and commissioned mechanical and electrical systems involving airside and waterside HVAC, plumbing, power distribution and lighting systems for a variety of installations. Lee has commissioned HVAC, plumbing, heating, power, fi re alarm, fi re sprinkler, energy management systems and security systems. His extensive experience in the design of HVAC, plumbing and electrical systems gives him a unique ability to troubleshoot existing and test new systems, and provide a solution to any problems that may be encountered.

FIRM
Smith & Boucher

YEARS OF EXPERIENCE
With Firm: 20
Total: 20

EDUCATION
Bachelor of Science in Architectural Engineering, Kansas State University

REGISTRATIONS
Licensed Professional Engineer: MO + Others

Certified Energy Manager

Certified Measurement and Verification Professional

Certified Commissioning Authority

LEED Accredited Professional

PROFESSIONAL ACTIVITIES
Design-Build Institute of America

Association of Energy Engineers

AABC Commissioning Group

NOTABLE PROJECTS

- KCK Fire Department Maintenance Facility Study and Design, Kansas City, KS
- Boehringer Ingelheim Animal Health Cosby 240 Feasibility Study, St. Joseph, MO
- Gardner City Hall MEP Assessment, Gardner, KS
- Gladstone City Hall Facility Assessment, Gladstone, MO
- Independence City Hall MEP Assessment, Independence, KS
- Kill Creek Observation Tower, De Soto, KS*
- Gladstone Community Center Commissioning, Gladstone, MO
- Jewish Community Center HVAC Study, Overland Park, KS
- Shawnee Parks and Recreation Facilities Assessments, Shawnee, KS
- Ironwoods Park Improvements, Leawood, KS
- Museum of Prairiefire Commissioning, Overland Park, KS
- Flint Hills Discovery Center, Manhattan, KS
- Union Station Improvements, Kansas City, MO

* Collaboration with SFS Architecture



Carl Hutcherson ETCP

Theatrical Consultant

For more than 20 years, Carl has been involved with a variety of Peerbolte projects ranging from lighting systems upgrades to full lighting and rigging systems in new construction. Lighting systems, integration, rigging systems both manual and motorized, equipment evaluation and commissioning are the strengths that Carl brings to every project. Carl is and an active designer and technician. He regularly works at a number of local theatres, including five years as the Technical Director and Carl's understanding of the day to day needs of an active Community Arts Center is an asset to every system design. In 2019 Carl took over leadership of Peerbolte Creative and is now the Principal Consultant.

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center (Adaptive Reuse), Overland Park, KS*
- Presser Performing Arts Center, Mexico, MO
- Missouri Theatre, Columbia, MO
- Liberty Center Association for the Arts, Sedalia, MO
- Liberty High School Performing Arts Center, Liberty, MO
- Maryville High School Performing Arts Center, Maryville, MO
- Olathe West High School Performaing Arts Center, Olathe, KS
- Lansing High School Performaing Arts Center, Lansing, KS
- Graceland University Shaw Center, Lamoni, IA
- Liberty North High School Performing Arts Center, Liberty, MO
- Studio Theatre, Northwest Missouri State University, Maryville, MO
- Shawnee Heights High School Performing Arts Center, Tecumseh, KS
- Morgan County High School Performing Arts Center, Versailles, MO

* Collaboration with SFS Architecture

FIRM
Peerbolte Creative

YEARS OF EXPERIENCE
With Firm: 22
Total: 22

EDUCATION
Bachelor of Fine Art in Technical Theatre, Central Missouri State University

REGISTRATIONS
Entertainment Technician Certification Program (ETCP) Certified Rigger - Theatre #698, 2009

PROFESSIONAL ACTIVITIES
Speech and Theatre Association of Missouri

Resident Designer at Robert B. Atkin Performing Arts Center, Raytown, MO.

President and Founder of Askew Theatre, Warrensburg, MO

Acting Artistic Director of Liberty Center Association for the Arts, Sedalia, MO



Jeff King

Operations / Market Analyst

As a founding partner of Ballard*King & Associates, more than 200 communities have benefited from Jeff's extensive background in recreation and community center operation, planning and management. Jeff 's expertise comes from a vast array of experience and projects, including several teamed with SFS Architecture. Jeff has worked with many communities to develop funding strategies for parks and recreational facilities, including potential grants from government agencies and private foundations. Jeff provides a variety services for clients who are considering the evaluation of a civic facility, recreation center or park master planning project. His vast practical experience enables the team to guide clients through the challenges of evaluating current pricing and cost recovery strategies and implementing changes to a more efficient operation. From pinpointing specifics to broad visions, Jeff provides services to ensure the long-term success of your project.

FIRM
Ballard*King & Associates

YEARS OF EXPERIENCE
With Firm: 28
Total: 30+

EDUCATION
Bachelor of Arts in Business Administration, Lindenwood University

REGISTRATIONS
Certified Pool Operator

AFFILIATIONS
Ice Skating Institute of America

National Recreation and Park Association - Aquatic Section

Missouri Park and Recreation Association

NOTABLE PROJECTS

- Joplin Aquatic Benchmark Study, Joplin, MO
- Civic Park/Civic Center/Aquatic Center Feasibility Study,O'Fallon, MO*
- Excelsior Springs Community Center Feasibility Study, Excelsior Springs, MO*
- Northland Regional Community Center/ Natatorium Feasibility Study, Kansas City, MO*
- Northeast Neighborhood Community Center/ Natatorium Feasibility Study, Kansas City, MO*
- Camdenton Community Center Feasibility Study, Camdenton, MO*
- Olathe Community Center/Natatorium Operational Review, Olathe, KS
- Blue Springs Community Center Feasibility Study, Blue Springs, MO*
- Pleasant Hill Community Center Feasibility Study, Pleasant Hill, MO*
- Recreation Park Activity Center Feasibility Study, Raymore, MO*
- Raymore Civic Recreation Center Feasibility Study/Visioning Session, Raymore, MO*
- Salina Recreation and Sports Center Feasibility Study, Salina, KS*
- Sedalia Community Center Feasibility Study, Sedalia, MO*
- Overland Park Recreation Center Feasibility Study, Overland Park, KS*
- Blue Springs Aquatics Study and Master Plan, Blue Springs, MO*
- Mission Aquatic Center Feasibility Study, Mission, KS*
- Fairway Aquatic Center Feasibility Study, Fairway, KS*
- Johnson County Parks and Recreation Master Plan, Johnson County, KS
- Lenexa Parks and Recreation Open Space Comprehensive Master Plan, Lenexa, KS
- Mission Parks and Recreation Master Plan, Mission, KS
- Overland Park Parks and Recreation Master Plan, Overland Park, KS
- Manhattan Parks and Recreation Facilities Feasibility Study, Manhattan, KS
- Marshfield Community Center Feasibility Study, Marshfield, MO

* Collaboration with SFS Architecture



Darin Barr CPRP

Operations / Market Analyst

Darin began his work with Ballard*King & Associates in 2007 and brings extensive experience in aquatic and recreation facility operation and planning. Darin has provided consulting services to numerous communities nationally who have benefited from his background in recreation and aquatic center planning and management. Prior to Ballard*King, Darin was the Senior Associate Director of the 300,000 SF Student Recreation Complex at the University of Missouri-Columbia. His main areas of responsibility were membership, dry-side facility operations, wet-side facility operations, maintenance and information technology. The diversity of Darin's experiences has shaped his unique perspective on the delivery of recreation services and the operation of recreation facilities. His management experience includes economic impact studies, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, risk management and programming.

FIRM
Ballard*King & Associates

YEARS OF EXPERIENCE
With Firm: 13
Total: 17

EDUCATION
Master of Science in Public Administration, State University of New York-Brockport

Bachelor of Science in Parks, Recreation and Tourism, University of Missouri-Columbia

REGISTRATIONS
Certified Park and Recreation Professional

Certified Pool Operator

AFFILIATIONS
National Intramural Recreational Sports Association

Missouri Park and Recreation Association

University of Missouri – Adjunct Faculty

NOTABLE PROJECTS

- Blue Springs Community Recreation/Aquatic Center Feasibility Study, Blue Springs, MO*
- Civic Park/Civic Center/Aquatic Center Feasibility Study, O'Fallon, MO*
- Excelsior Springs Community Center Feasibility Study, Excelsior Springs, MO*
- Northeast Neighborhood Community Recreation/Aquatic Center Feasibility Study, Kansas City, MO*
- Northland Regional Community Center Feasibility Study, Kansas City, MO*
- Pleasant Hill Community Center Feasibility Study, Pleasant Hill, MO*
- Raymore Activity Center Feasibility Study, Raymore, MO*
- Raymore Civic Recreation Center Feasibility Study/Visioning Session, Raymore, MO*
- Mission Aquatic Center Feasibility Study, Mission, KS*
- Olathe Community Recreation/Aquatic Center Operational Review, Olathe, KS*
- Overland Park Recreation Center Feasibility Study, Overland Park, KS*
- Salina Recreation and Sports Center Feasibility Study, Salina, KS*

* Collaboration with SFS Architecture



Duncan Webb CMC

Cultural Arts Consultant

Duncan M. Webb founded Webb Management Services, Inc. to provide management consulting services to the arts and cultural industries and has led the firm since 1997, completing more than 450 assignments for the advancement of cultural communities, organizations and facilities. His role in these projects involves project oversight and management, client/community facility and engagement, conclusions and recommendations, as well as financial projections.

Prior to foudnign Webb Management Services, Duncan was a banker, spending seven years in commercial lending and international finance. In 1986, after many years of volunteer work in the arts, he came into the field as a producer of experimental, industrial and commercial theatre. He also developed marketing and sponsorship programs.

Duncan has been an active speaker and published writer on arts management and the development, operation and financing of arts facilities. Webb's book "Running Theaters: Best Practices for Managers and Leaders" was the first book ever written on the management of performing arts facilities. It was recently translated into Mandarin and is being used to inform cultural development throughout China. A second edition is now in development. Duncan recently taught a course entitled "Managing in an Arts Environment" in the Arts Administration graduate program at Baruch College (CUNY).

FIRM
Webb Management Services

YEARS OF EXPERIENCE
With Firm: 23
Total: 30+

EDUCATION
Bachelor of Science in Economics, University of Western Ontario

Master of Science Business Administration, University of Toronto

REGISTRATIONS
Certified Management Consultant

NOTABLE PROJECTS

- NextStage: The Future of Denver's Performing Arts Complex, Denver, CO
- Feasibility Study for Proctor's Theatre Expansion, Schenectady, NY
- Feasibility Study for Expansion at Tulsa Performing Arts Center, Tulsa, OK
- Feasibility Study for Arts Facilities + a Park City Arts District, Park City, UT
- Operating Scenarios for White Eagle Hall, Jersey City, NJ
- Feasibility Study for Performing + Visual Arts Facilities, The Woodlands, TX
- Feasibility Study for an African American Cultural Center, Virginia Beach, VA
- Feasibility Study for Expanded Performing + Visual Arts Facilities at the Goddard Center, Ardmore, OK
- Legacy Park Amphitheatre Improvements, Lee's Summit, MO*

* Collaboration with SFS Architecture



John Hodgson CTS-D

Audio-visual / Acoustical Design Consultant

John manages and performs the design and commissioning of audio-visual systems, architectural acoustics, noise control and sound systems. John's portfolio includes 100+ projects of many types of facilities, including performing arts centers, community centers, arenas, airports, educational facilities, offices, among others. Through this work, John maintains Avant Acoustic's high standards for work and management of technical staff.

FIRM
AVANT ACOUSTICS

YEARS OF EXPERIENCE
With Firm: 10
Total: 10

EDUCATION
Bachelor of Science
University of Kansas

REGISTRATIONS
Certified Technology Specialist - Design

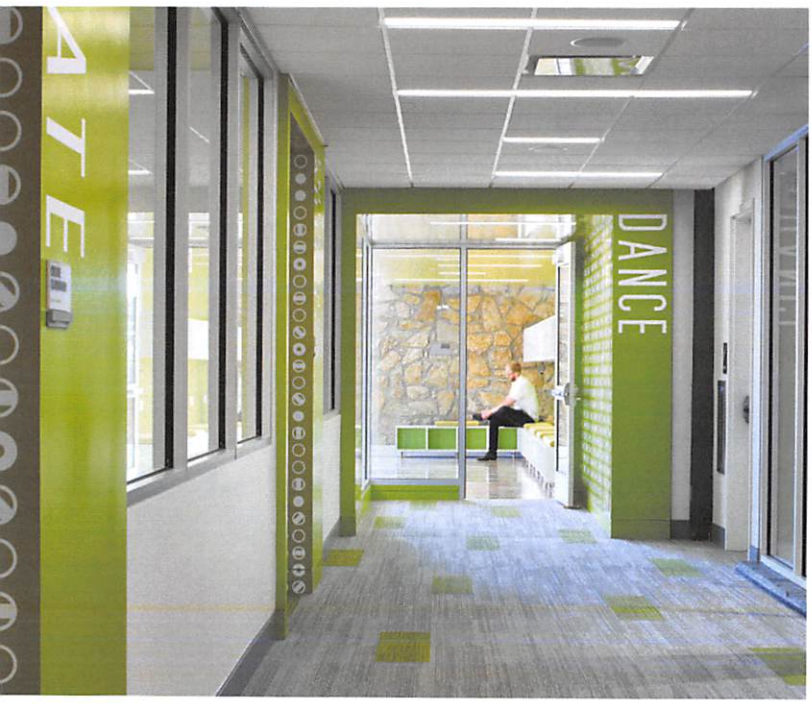
PROFESSIONAL ACTIVITIES
Acoustical Society of America (ASA)

NOTABLE PROJECTS

- Johnson County Arts and Heritage Center, Overland Park, KS*
- Excelsior Springs Community Center, Excelsior Springs, MO*
- Avila University Performing Arts Addition, Kansas City, MO
- Center for the Arts, Wichita, KS
- Emporia State University Bruder Theater, Emporia, KS
- Johnson County Central Resource Library, Overland Park, KS
- KI Convention Center, Green Bay, WI
- Performing Arts Center, Liberty, MO
- Stormont Vail Events Center, Topeka, KS
- University of Arkansas Vol Walker, Fayetteville, AR
- Wayside Waifs, Kansas City, MO*

* Collaboration with SFS Architecture

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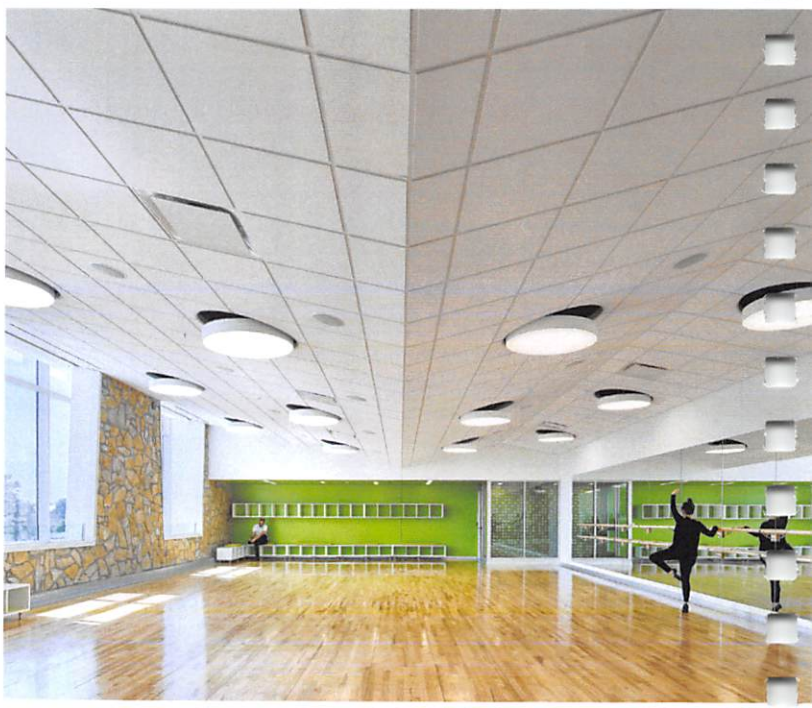


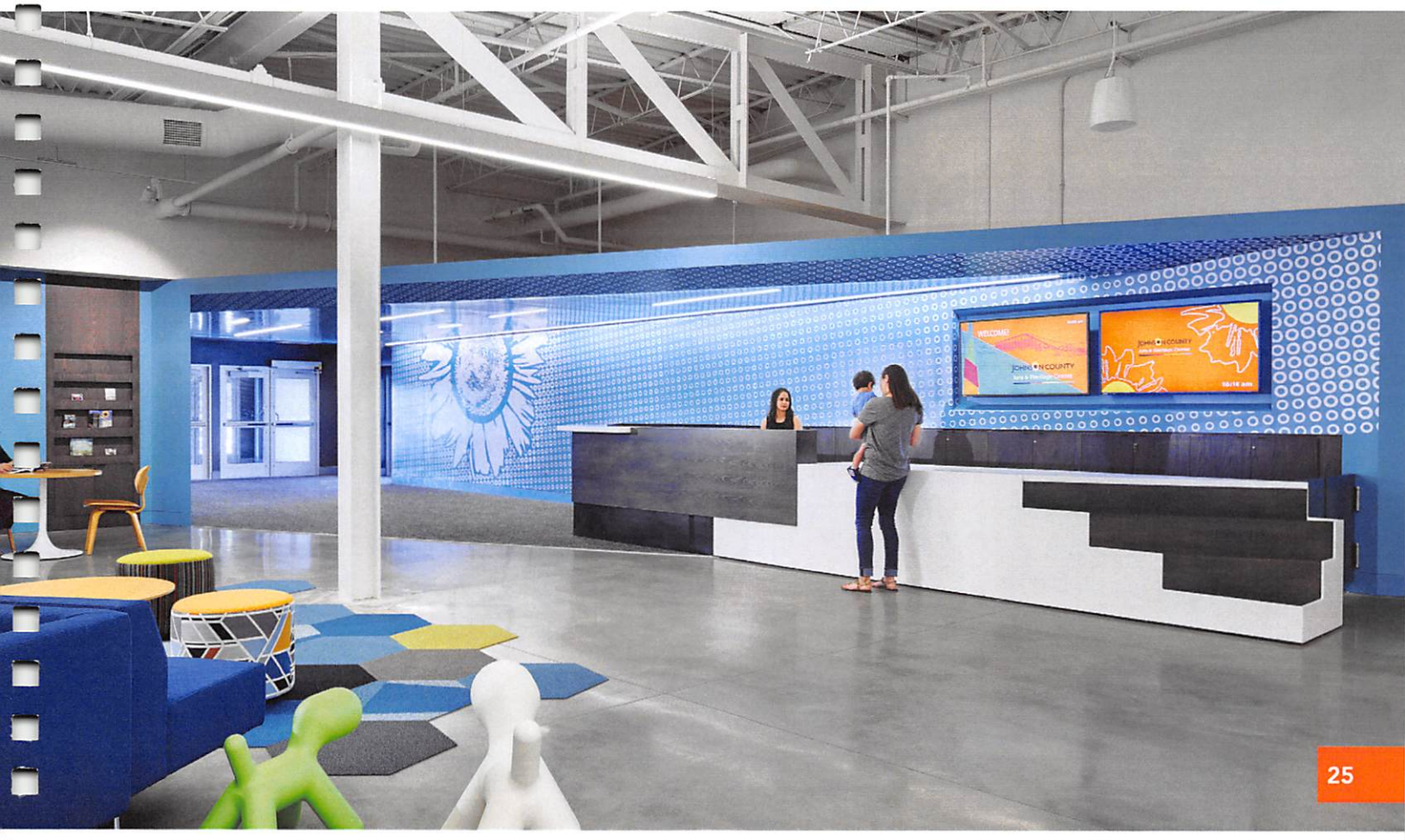

MUSEUM

03 EXPERIENCE AND QUALIFICATIONS

Unique Qualities

SFS Architecture is rich in history, long on experience and passionate about our work. Three unique qualities about our firm that stand out among all others and we believe relate most directly to Joplin's Memorial Hall Feasibility Study include the following.

1. Focus on Community Architecture
2. Stakeholder and Community Engagement
3. Design Excellence

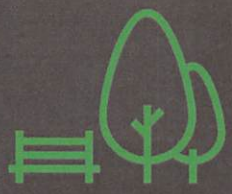


100+
Communities Served

MISSOURI + KANSAS + NEBRASKA + IOWA

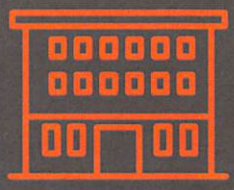
sfsarchitecture

60+



Parks / Recreation Facilities

45+



Civic / Community Centers

30+



Aquatic Centers

Experience with Civic / Community Centers

SFS has collaborated with more than 100 community agencies to plan and design facilities for playing, working and learning. Facilities include: civic centers; recreation centers; multi-purpose activity centers; event halls and community rooms; Visitor centers; cultural heritage centers; Museums, exhibits and art galleries; multi-activity fieldhouses; gymnasiums; athletic courts and turf fields; fitness centers, including cardio, weights and aerobic/dance group exercise studios to support a variety of classes; rock-climbing walls; offices and support spaces; multi-media/technology-rich meeting rooms; catering/teaching kitchens; coffee bars and cafe's; inter-generational centers; wellness centers; auditoriums; black box theaters; party rooms; art and game rooms; child watch areas; member service/library kiosks; among others.

Notable Projects

- Johnson County Arts and Heritage Center, Overland Park, KS
- Irene B. French Community Center Feasibility Study, Merriam, KS
- Krekel Civic Center at Civic Park, O'Fallon, MO
- Meadowbrook Park Activity Center, Prairie Village, KS
- Meadowbrook Park Existing Clubhouse Reuse Study, Prairie Village, KS
- Manhattan Community Centers, Manhattan, KS
- Fulton Community Recreation Center, Fulton, MO
- Raymore Recreation Park Activity Center, Raymore, MO
- Excelsior Springs Community Center, Excelsior Springs, MO
- Kirksville Community Center, Kirksville, MO
- Columbia Sports Fieldhouse at Philips Park, Columbia, MO
- Healthy Campus/Downtown YMCA/Community Center, Kansas City, KS
- Heckart Community Center, Sedalia, MO
- Roeland Park Community Center Concept Improvement Plan, Roeland Park, KS
- Olathe Community Center at Stagecoach Park, Olathe, KS
- Lansing Activity Center Assessment and Feasibility Study, Lansing, KS
- Blue Springs Fieldhouse, Blue Springs, MO
- Downtown Salina Fieldhouse, Salina, KS
- Mattie Rhodes Community Center Planning, Kansas City, MO
- Wayside Waifs Pets for Life Community Center Planning Study, Kansas City, MO
- Northland Regional Community Center Feasibility Study, Kansas City, MO
- Blue Springs Community Center Feasibility Study, Blue Springs, MO
- Moore Community Center Pre-referendum Support, Moore, OK
- Northeast Community Center Feasibility Study and Sports Complex, Kansas City, MO
- Merriam Parks and Recreation Master Plan, Including Community Center and Aquatics, Merriam, KS
- Community Center Feasibility Study, Overland Park, KS
- Leawood Community Center Renovation, Leawood, KS
- Maryville Recreation Center, Maryville, MO
- Maryville Recreation Center Addition, Maryville, MO
- Community Activity Center Feasibility Study, Indianola, IA
- Senior/Community Center Study, Harrisonville, MO
- Five Community Centers, A/E Oversight Services, Kansas City, MO

Experience with Cultural Arts / Museums / Visitor Centers / Memorials

Notable Projects

- Spiva Art Center Renovation/Reuse, Joplin, MO
- Johnson County Arts and Heritage Center, Overland Park, KS
- Joshua's Story Memorial at Overland Park Botanical Garden and Arboretum, Overland Park, KS
- 9/11 Memorial, Overland Park, KS
- Veterans Memorial at English Landing park, Parkville, MO
- Black Archives Museum Conceptual Planning, Kansas City, MO
- Bluford Branch Library Heritage Gallery, Kansas City, MO
- Mahaffie Stagecoach Stop and Farm New Livestock Barn and Heritage Center Improvements, Olathe, KS
- Missouri State Fair - Coliseum Building Renovation, Sedalia, MO
- Missouri State Fair - Womans Building Renovation, Sedalia, MO
- National Frontier Trails Visitors Center, Independence, MO
- Watkins Mill Historic Woolen Mill Visitor Center, Lawson, MO
- Welcome Center Planning at Mozingo Lake Recreation Area, Maryville, MO
- Linden Square at Gladstone Village Center, Gladstone, MO
- Legacy Park Amphitheatre, Lee's Summit, MO
- Hawk Ridge Park Amphitheater, Raymore, MO
- Jewel Cave National Monument Visitor Center Expansion, Custer, SD
- Apostle Islands National Lakeshore Visitor Center, Bayfield, WI
- Wind Cave National Park Visitor Center Improvements, Hot Springs, SD
- Pea Ridge National Military Park Visitor Center Improvements, Garfield, AR
- Charles Young Buffalo Soldiers National Monument Improvements, Wilberforce, OH
- Hopewell Culture National Historic Site Improvements, Chillicothe, OH
- Wilson's Creek National Battlefield Visitor's Center and Museum, Springfield, MO
- Gateway Arch National Park Improvements, St. Louis, MO

Experience with Historic Preservation / Adaptive Reuse

SFS has extensive experience renovating, expanding, restoring, preserving and repurposing historic structures and building systems serving those structures. Experience includes historically significant buildings eligible for or listed on the National Register of Historic Places, National Historic Landmarks, National Historic Sites, National Parks, National Memorials, National Battlefields, and National Monuments, among others. Projects have required close coordination with State Historic Preservation Offices to ensure proposed design solutions, fixtures and new systems maintain the historical integrity of the structures.

Notable Projects

- Johnson County Arts and Heritage Center, Overland Park, KS
- Missouri State Fair Coliseum Building Renovation, Sedalia, MO*
- Missouri State Fair Womans Building Renovation, Sedalia, MO*
- Truman Depot Renovation and Pacific Avenue Trail, Independence, MO
- Bonner Springs Government Services Center, Bonner Springs, KS
- St. Joseph Catholic Church Restoration, Topeka, KS*
- St. Peter's Church Multipurpose Space Addition and K-8 School Renovation/Addition, Kansas City, MO
- Second Presbyterian Church Front Porch Addition and Interior Renovations, Kansas City, MO
- Lafayette City Hall Restoration, Lexington, MO *
- Perkins Building Assessment and Renovation, Coffeyville, KS*
- National Frontier Trails Visitors Center, Independence, MO
- Watkins Mill Historic Woolen Mill Visitor Center, Lawson, MO
- Reynolds Journalism Institute (Sociology Building and Walter Williams Hall Renovation/Reuse), University of Missouri-Columbia
- Cathedral of the Immaculate Conception Renovation, Kansas City, MO*
- Cathedral of the Immaculate Conception East Campus Master Plan, Kansas City, MO
- First United Methodist Church Renovation, Topeka, KS
- St. Francis Xavier Catholic Church Renovation, St. Joseph, MO
- UMB Bank Ozark Office Building (Historic Rialto Building) Renovation, Kansas City, MO
- 920 Walnut Office Building Renovation, Kansas City, MO
- Grant Hall Conservatory of Music/Department of Theater Renovation/Reuse, University of Missouri-Kansas City
- Swope Park Pool Restoration, Kansas City, MO
- Missouri State Capitol Building Window Replacement, Jefferson City, MO*
- UMB Scout Investments Tenant Improvements, Kansas City, MO
- Lutjen Corporate Headquarters Tenant Improvements, North Kansas City, MO
- water.org Global Headquarters Tenant Improvements (Historic Piper Lofts Building), Kansas City, MO
- SFS Architecture Studio Tenant Improvements (Historic Creamery Building), Kansas City, MO
- Sacred Heart Catholic Church, Emporia, KS
- Fairway City Hall Renovation (Churchill Building), Fairway, KS
- Robert A. Young Federal Building Lobby Renovation, St. Louis, MO*
- U.S. Federal Courthouse Modernization, Wichita, KS*
- U.S. Federal Courthouse Modernization, Des Moines, IA*
- U.S. Federal Courthouse Modernization, Sioux City, IA*
- U.S. Federal Courthouse Modernization, Davenport, IA*
- Leavenworth County Courthouse Renovation/Reuse, Leavenworth, KS*
- Federal Building Window Replacement, Grand Island, NE*
- Bannister Federal Complex Relocation and Disposition - NHPA/ Section 106, Kansas City, MO

*Listed on the National Register of Historic Places

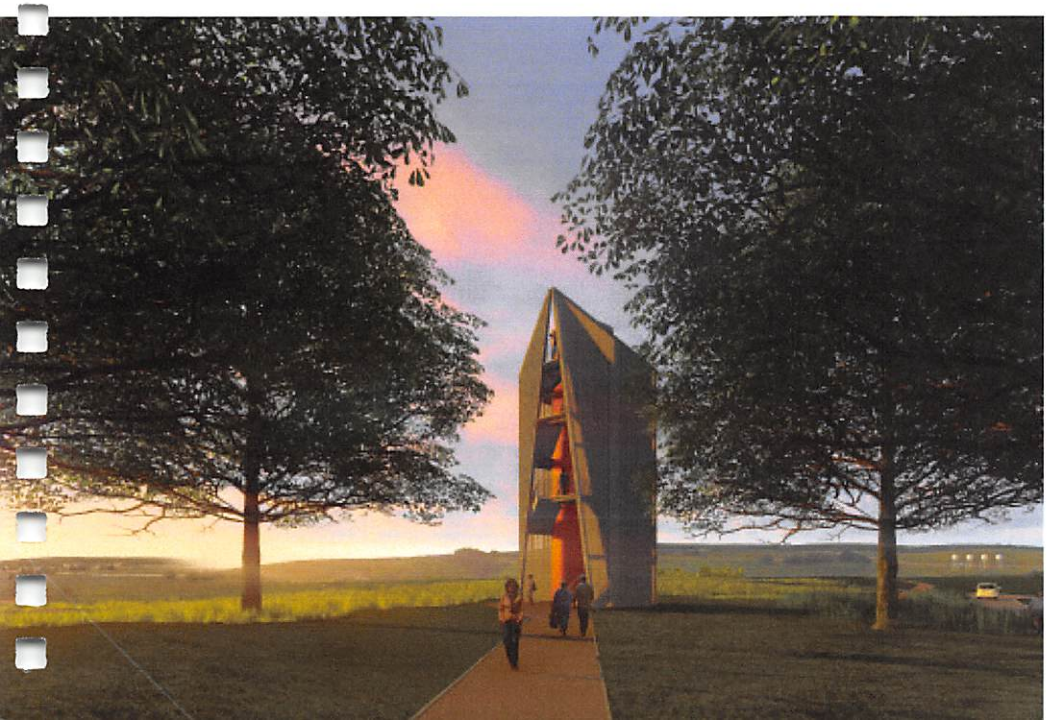


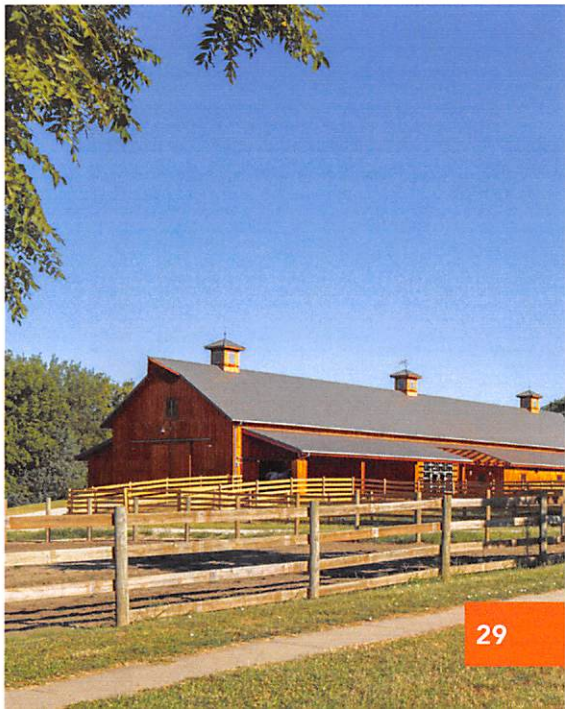
Experience with Parks and Outdoor Recreation Amenities

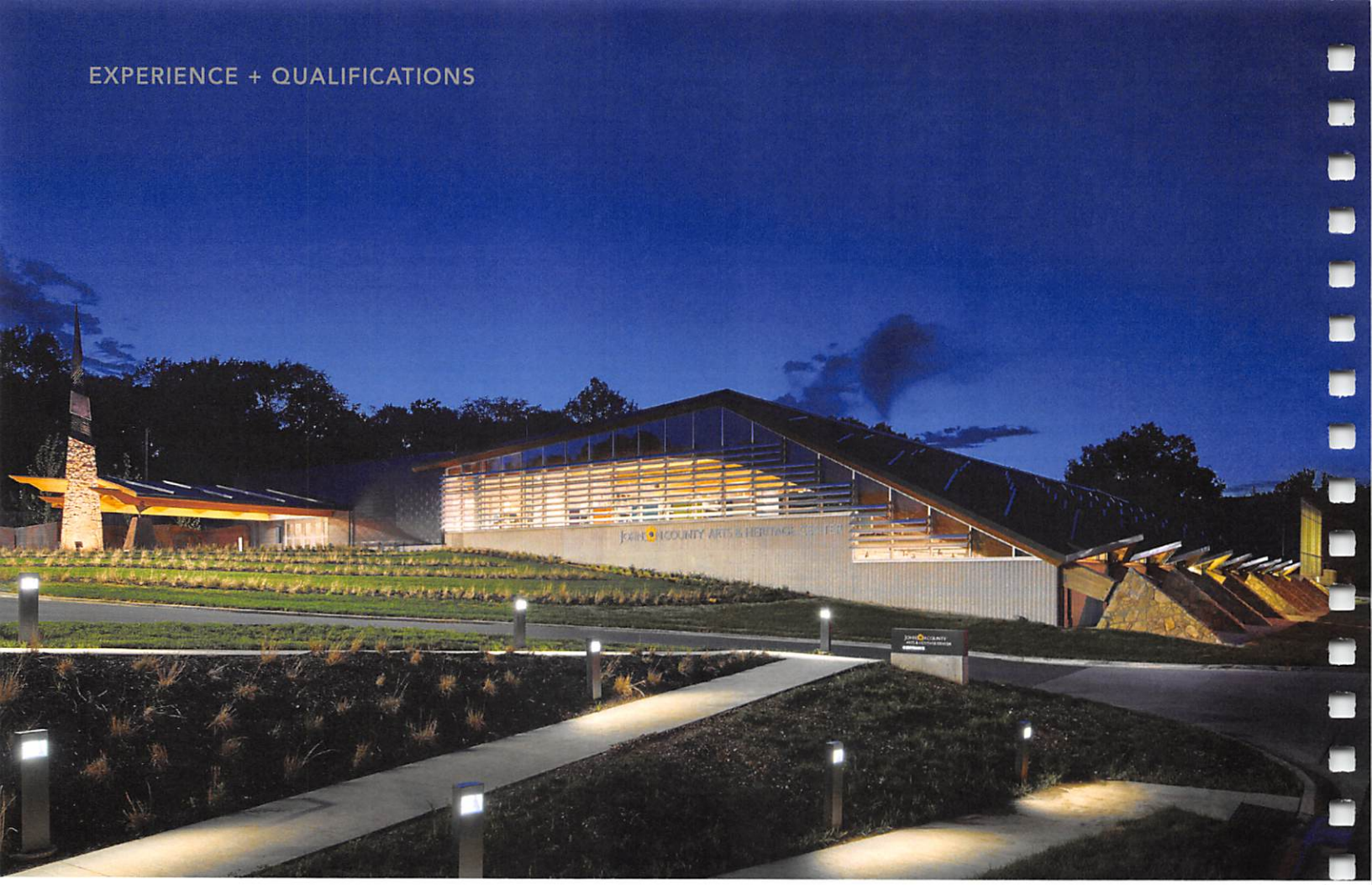
Park structures and outdoor recreation amenities designed by SFS include: spraygrounds; splashpads; indoor and outdoor playgrounds; parkland, trails and open space; picnic grounds; pavilions/shelters; restrooms; park observation areas; observation towers; amphitheaters and festival plazas; memorials and outdoor learning environments/exhibits; golf pro shops and cart barns; campgrounds; lodging and cabins; marinas; fishing piers; recreational boat docks; swim beaches; dog park amenities; livestock barns; nature centers; park trail bridges; outdoor multi-activity athletic fields; pickleball courts; tennis courts; ice skating rinks; park maintenance, equipment and storage facilities; park police stations; among others.

Notable Projects

- Blue Springs Parks Master Plan, Blue Springs, MO
- Rising Star Park Master Plan, Feasibility Study and Improvements, Platte City, MO
- Mohawk Park Improvements, Mission, KS
- Lake Olathe Park Master Plan and Phase 1 Improvements, Olathe, KS
- Cedar Lake Park Master Plan, Olathe, KS
- Civic Park Improvements, Including New Shelter, Aquatic Center Expansion/Renovation and New Civic Center, O'Fallon, MO
- New Wilder Bluff Park, Shawnee, KS
- Strang Park Improvements, Overland Park, KS
- Nall Park Improvements, Roeland Park, KS
- Stagecoach Park Master Plan and Improvements, Olathe, KS
- Maryville Parks Master Plan, Maryville, MO
- Kill Creek Park Observation Tower, Olathe, KS
- Shawnee Mission Park Improvements, Shawnee, KS
- Hawk Ridge Park and Amphitheater Improvements, Raymore, MO
- West Park Master Plan, Warrensburg, MO
- Legacy Park Amphitheater Improvements, Lee's Summit, MO
- Linden Square at Gladstone Village Center, Gladstone, MO
- Ernie Miller Park and Nature Center Master Plan Update/Park Structures, Olathe, KS
- Shawnee Mission Park Administration Building Planning Study, Shawnee, KS
- Meadowbrook Park and Activity Center, Prairie Village, KS
- Parkville Veterans Memorial at English Landing Park, Parkville, MO
- Lone Elm Park Improvements, Olathe, KS
- Big Bull Creek Park Maintenance and Park Police Substation Complex, Edgerton, KS
- 9/11 Memorial, Overland Park, KS
- Mozingo Lake Welcome Center Concept Design, Maryville, MO
- Marshall Parks and Recreation Master Plan, Marshall, MO
- Marshall Parks and Recreation Master Plan Update, Marshall, MO
- Indian Foothills Park Trail System, Marshall, MO
- Merriam Parks and Recreation Facilities Master Plan, Merriam, KS
- Olathe Girls Softball Complex Restroom and Concessions Building, Olathe, KS
- 10th Avenue Park Improvements Concept Design, Leavenworth, KS
- Oregon Trail Park Renovation, Olathe, KS
- Utility Park Planning and Concept Design, Clay Center, KS
- Seneca Parks Planning/Skoch Park, Seneca, KS
- Park Maintenance Facility, Raymore, MO
- Missouri State Fair Building Improvements, Sedalia, MO
- Mahaffie Stagecoach Stop and Farm New Livestock Barn and Heritage Center Improvements, Olathe, KS
- Kansas Department of Wildlife, Parks and Tourism On-Call Contract, Park Units in Kansas
- Kansas Aquatic Biodiversity Center, Farlington Fish Hatchery, Farlington, KS
- Hillsdale State Park Cabin Prototypes, Hillsdale, KS
- National Park Service On-call Architectural Services, National Park Units in the Midwest
- Badlands National Park Campground Improvements, Interior, SD







Johnson County Arts and Heritage Center

Overland Park, Kansas

Seeking a new cultural hub for its growing population, Johnson County purchased the defunct King Louie bowling alley and ice rink with the intention of transforming the private facility into 76,000 square feet of open and welcoming space for community-focused arts education, history, performance, and dance.

Though in disrepair, the building's structural systems were beautiful and sound. Featuring long-span trusses and impressive glulam beams and timber structural decking in the ice rink, the building was well suited to the needs of a contemporary arts center.

SFS and team members enhanced the original design by emphasizing the building's inherent beauty (its undulating timber roof and limestone thrust-blocks, the porte-cochere and entry spire, the trapezoidal window openings to the billiards hall) and upgrading the entire building envelope. By replacing nearly the entire front façade with louver-shaded glass, we opened a view into the impressive vaulted ice rink space, setting the tone that this facility welcomes all in the community.

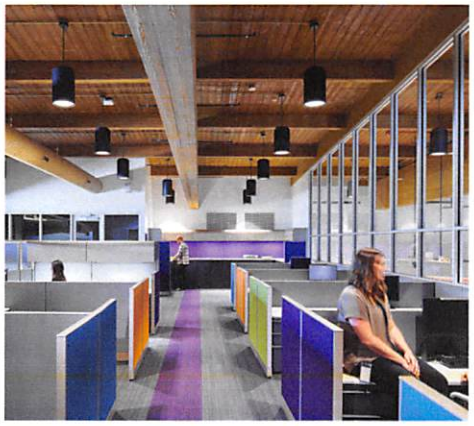
Interior program elements comprise a 6,000 SF Black Box Theatre, a 300-person event space, a new home for the Johnson County Museum, Rehearsal Studios, Art and Dance Classrooms, and office space for the County's Parks and Recreation, Theatre in the Park, and Museum staff.

Program elements were organized around a central space, the Cultural Commons, where all users interact. From there they traverse an interior landscape of steps and benches transitioning to the lower event space and theatre or look through full-height glazing over the lower-level museum and its soaring roof structure.

Striving for a neutral backdrop, finishes were kept minimal. Wayfinding is accomplished through large-scale colorful graphics featuring motifs that tie back to the historic uses of the building. The Museum, including the "Becoming Johnson County" exhibition, 1950s All-Electric house, KidScape Experience and historic White Haven Motor Lodge sign are featured in the former Ice Skating Rink. An outdoor five-piece sculpture of a mid-20th century living room by a national artist was installed at the entrance of the building.

This adaptive-reuse of a beloved bowling alley and ice rink results in a dynamic and inviting new cultural arts center for the community.







TEAM MEMBER INVOLVEMENT
SFS Architecture
Avant Acoustics
Bob D. Campbell and Company
Peerbolte Creative
Smith & Boucher

COMPLETION DATE
2017

CONSTRUCTION VALUE
$22 Million

PROJECT SIZE
76,000 SF

DESIGN AWARDS
Design-Build Merit Award - Institutional-School/University, Design-Build Institute of America/Mid-America Chapter

Merit Award for Excellence in Architecture - Unbuilt, American Institute of Architects - Central States Region

Excellence Award for Adaptive Reuse, Historic Kansas City

Capstone Award for Achievements in Real Estate - Adaptive Reuse, Kansas City Business Journal

Historical/Cultural Facility Award, National Association of County Park and Recreation Officials



Meadowbrook Park + Activity Center

Prairie Village, Kansas

SFS assisted Johnson County Park and Recreation District in evaluating alternatives for accommodating indoor community/recreation program needs in northeast Johnson County. The study involved the feasibility of renovating the existing Meadowbrook Country Club clubhouse building versus constructing a new activity center within the 88-acre Meadowbrook Park. Scope of services included review of existing program and condition assessment information, preparation of revised program and concept options for reuse of the existing clubhouse, a new activity center and stand alone pavilion including associated cost estimates. Based on the results of the planning study, it was determined that a new Activity Center would best fit the needs of the community.

Following completion of the study, SFS was engaged to provide architectural services for the development of the 88-acre Meadowbrook Park. The park is part of a larger redevelopment effort aimed at transforming the former Meadowbrook Golf and Country Club into a mixed-use community. The park will include a variety of active and passive recreational amenities. Architectural elements designed by SFS as part of Phase 1 include the grand pavilion, a restroom building and three picnic shelters. Other park elements include pickleball courts, playgrounds, open play areas, activity lawn and trails.

In addition, SFS provided architectural design services for a new 12,000 SF activity center within the park. The activity center includes several multipurpose rooms of varying sizes, a banquet/events space that can seat up to 300, a catering kitchen, a lobby/prefunction space, administrative offices and handicap accessible restrooms available to the public. It was extremely important to maintain the topography and natural aesthetic of the former golf course.

The 350 SF park restroom building is sited to minimize disruption to the natural context but also allows visibility for improved safety and security for park patrons. It includes four unisex restrooms with lavatory and toilet, changing station and child seat, a drinking fountain and skylights. A series of design options were developed for consideration, including a concrete building and a stone structure. Both options were developed to complement other park structures.







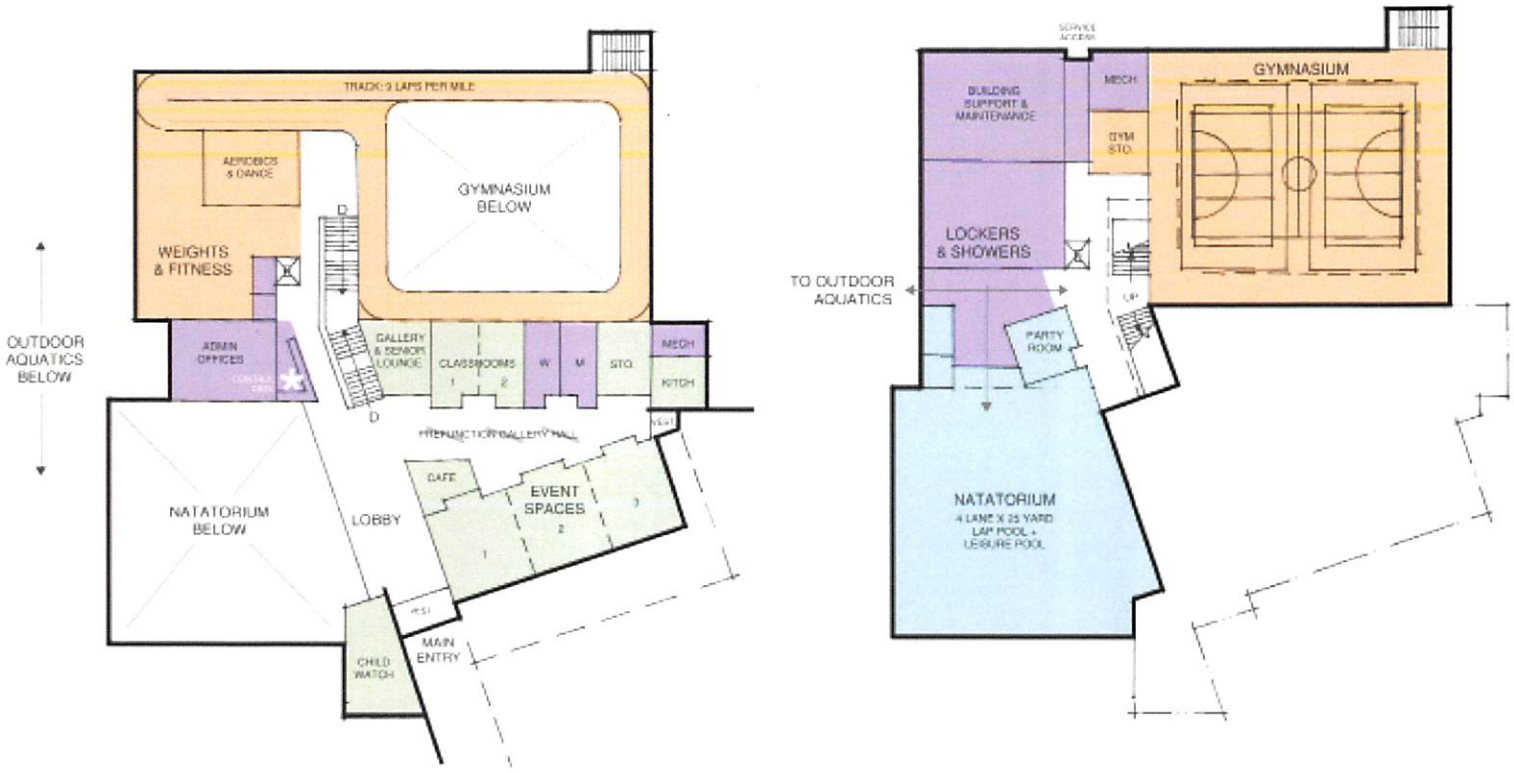
TEAM MEMBER INVOLVEMENT
SFS Architecture
Smith & Boucher

COMPLETION DATE
Summer 2019

CONSTRUCTION VALUE
$8.3 Million

PROJECT SIZE
82 Acre Park
Activity Center (12,000 SF)

DESIGN AWARDS
Capstone Award for Community Impact,
Kansas City Business Journal



Merriam Recreation Facilities Master Plan and Feasibility Study

Merriam, Kansas

Recreational Facilities Master Plan

SFS was part of a team that developed a facilities master plan for meeting the recreational needs of the Merriam community. The project included an evaluation of existing community recreational facilities: the Merriam Aquatic Center and adjacent Vavra Park, and the Irene B. French Community Center.

In addition, options for each facility were explored, including modernization to meet modern standards and codes, as well as replacement of existing facilities with new amenities. The team engaged the public throughout the planning process in a variety of ways, including a statistically valid survey, public workshops and focus groups.

Based on the planning process, the team recommended replacement of the existing facilities with a new complex in Vavra Park featuring a new community recreation center with both indoor and outdoor aquatics.

After exploring the community's interest and ability to provide both indoor and outdoor aquatic amenities as part of the new complex, funding options were explored which ultimately led to a successful referendum with minimal tax increase.

Irene B. French Community Center Feasibility Study

Subsequent to voter approval for funding new construction of a community center, the SFS team was recently engaged to perform a study on the existing historic school building that previously served as a community center. This building consists of four building periods beginning with the original 1911 school building. Later additions include the 1938 gymnasium addition, the 1951 kitchen and classroom addition and the 1989 entrance and elevator/stair addition. Because of the historic appeal of the original 1911 school building, the City desired to understand the impacts and costs related to removing later additions and maintaining the original building for potential re-purposing. This involved architectural and structural analysis to assess the physical ramifications of the removal strategy and stabilization of the original building. In addition, the SFS team performed a mechanical/electrical/plumbing analysis to determine how the remaining building will be served for mechanical/electrical/plumbing infrastructure service. A detailed opinion of construction cost was provided for the identified actions. This information will be utilized by the City to make informed decisions on the financial feasibility for re-use of this structure.





TEAM MEMBER INVOLVEMENT
SFS Architecture

COMPLETION DATE
2017 (Master Plan)
Ongoing (Feasibility Study)

CONSTRUCTION VALUE
To be determined

PROJECT SIZE
To Be Determined



Government Services Center

Bonner Springs, Kansas

SFS prepared a master plan for the new Bonner Springs Government Services Center including an existing facilities and site assessment, preparation of a space needs program through 2028, and development of concept plan options. Key department heads, administration and stakeholder members were interviewed to understand current and anticipated needs and the related space requirements for Police, City Clerk, Community Development, Finance, Municipal Court, Administration and support spaces.

After confirming program requirements, two viable site options were selected and evaluated for further development: a greenfield site option and an existing City owned site location (1918 school building). A public forum was held in conjunction with this planning exercise with feedback incorporated into the preferred concept design.

The preferred concept includes the adaptive reuse of the 1918 City-owned school building for the City Hall and new construction for the Police Department on the existing City-owned site. Since historic tax credits are being pursued, the adaptive reuse of the 1918 school building into a new City Hall entails the careful study of the building's original significant spaces and features so the treatment of the historic spaces and finishes meets the Secretary of the Interior's Standards for Rehabilitation.

The design of the new stair and elevator addition to City Hall as well as the new Police Facility complements the existing 1918 building yet speaks of its time. The main entrances of both buildings face a new public parking and pedestrian plaza that visually connects both facilities.









TEAM MEMBER INVOLVEMENT
SFS Architecture
Bob D. Campbell and Company

COMPLETION DATE
Fall 2020 (estimated)

CONSTRUCTION VALUE
City Hall: $7,001,876 (estimated)
Police Station: $5,330,184 (estimated)

PROJECT SIZE
29,650 SF (City Hall)
13,800 SF (Police Station)



Civic Park Improvements: Alligator's Creek Aquatic Center + Krekel Civic Center

O'Fallon, Missouri

SFS Architecture collaborated with the City of O'Fallon to plan and design improvements to Civic Park, including a new Civic Recreation Center building and the renovation/ expansion of existing Alligator's Creek Aquatic Center.

A new, 14,000 SF single-story buiding was designed to replace the existing pool bathhouse facility. It includes gathering and general spaces for reception; lobby/lounge; multi-purpose room with catering kitchen; child watch space; vending area; restrooms; and storage. Administrative offices include private offices; open office area; conference/ break room; storage and equipment room.

SFS also designed a 3,600 SF bathhouse building at Alligator Creek Aquatic Center. The new facility includse concessions and vending; shower/restroom and family changing area; staff/first aid room; and general storage.

The expansion of Alligator's Creek Aquatic Center includes a lazy river addition; redesigned pool equipment/pump room; new spray pad for small children; conversion of existing current channel to open water approximately 3-4 feet deep; and natural landscaping.

The project also involved stormwater management facilities, park shelters, playground, spray ground and the expansion or reconfiguration of the three existing parking lots as well as an overflow parking lot.







TEAM MEMBER INVOLVEMENT
SFS Architecture
Ballard*King & Associates

COMPLETION DATE
Krekel Center: September 2018
Aquatic Center: May 2018

CONSTRUCTION VALUE
$7.8M

PROJECT SIZE
Krekel Center: 14,000 SF
Aquatic Center Bathhouse: 3,600 SF



Heckart Community Center

Sedalia, Missouri

The SFS team worked with the City's core team, including the construction manager, to develop preliminary plans and concept design for a new community center. As part of the planning effort, the team refined the space program (previously developed by SFS in a 2016 feasibility study), developed site and building concepts, prepared cost information and generated marketing material and images for presentation to the public prior to the August 2019 referendum, which passed overwhelmingly. Subsequent to the successful referendum, SFS provided full design services for the new facility.

The 78,000 SF multi-purpose community center is planned for a prominent downtown site and will feature facility administration space, a community events/ convention hall and commercial kitchen, the Sedalia Senior Center, child watch area, arts and crafts room, aerobics/dance studio, gymnasium with basketball/ volleyball/pickleball courts, an elevated running/walking track, weights and fitness area, party rooms and indoor aquatics.

Aquatic features include zero-depth entry, a play feature, lap lanes, diving well, a current channel, a slide and hot tub. A partnership with Sedalia High School allowed for the design of an eight-lane, 25-meter lap pool, diving well and bleachers.

As part of the project, the team also planned for a potential wellness center partnership that would add health and wellness space and a therapy pool to the center.







TEAM MEMBER INVOLVEMENT
SFS Architecture
Ballard*King & Associates
Bob D. Campbell and Company

COMPLETION DATE
December 2021 (estimated)

CONSTRUCTION VALUE
$20 Million (estimated)

PROJECT SIZE
78,000 SF



Excelsior Springs Community Center + Aquatics

Excelsior Springs, Missouri

The SFS team conducted a feasibility study to develop a full business plan, facility program, conceptual design and cost estimates for a new community center in Excelsior Springs. The process included market analysis, working with the City's Core Steering Team as well as a larger Citizens Committee to guide decision making, and full business planning services including operations pro forma to determine cost recovery levels for the facility. SFS also provided community interface services including on-line citizen input and public meetings/forums. In April 2014, the citizens of Excelsior Springs voted on a sales tax referendum to fund the construction of the new community center.

Following the successful referendum, the SFS team proceeded with design and construction phase services for the new community center. In partnership with the Excelsior Springs School District, the 50,000 SF center is located on a highly visible and accessible site shared with the High School, Middle School and Performing Arts Center. Program components include divisible multi-purpose community events hall and catering/teaching kitchen, intergenerational center, party room, child watch area, member service desk, offices and support space, racquetball courts, aerobics/dance studio, gymnasium with elevated walking track, weights and fitness area, and indoor aquatics.

SFS has worked with the community to develop conceptual plans for the outdoor aquatic center to be located adjacent to the new indoor aquatic facility and will economically share shower and locker facilities with the center.







TEAM MEMBER INVOLVEMENT
SFS Architecture
Ballard*King & Associates
Avant Acoustics

COMPLETION DATE
August 2016 (Community Center)
February 2018 (Phase 2 Aquatic Center Design)

CONSTRUCTION VALUE
$15.3 Million (Community Center)
$5 Million (Phase 2 Outdoor Aquatic Center)

PROJECT SIZE
50,000 SF Multipurpose Community Center with Natatorium

DESIGN AWARDS
Merit Award - Interior Architecture, American Institute of Architects - Central States Region; Capstone Award for Architectural Design, Kansas City Business Journal; Keystone Award for Economic Development, Clay County Economic Development Corporation; Merit Award, International Interior Design Association - Mid America Chapter; Best of KC City Center, International Interior Design Association - Mid America Chapter; Developments of Distinction Award, Urban Land Institute Kansas City; Business of the Year Award, Excelsior Springs Chamber of Commerce



Lake Olathe Park Master Plan and Phase 1 Improvements Olathe, Kansas

As part of a multidisciplinary design team led by Confluence, SFS collaborated on the development of master plans for two of Olathe's premier community parks: Lake Olathe Park and Cedar Lake Park. Through extensive stakeholder and community engagement, the master plans establish a vision for the parks and outlines phased improvements. Following approval of the plan, SFS provided architectural design services for several new park structures at Lake Olathe, including:

The Landing - This building is designed as a rentable event space for a capacity of approximately 200 people. It has a larger event space, private dining space (that can also be used as a bridal preparation space), bar, catering kitchen, and restrooms.

Marina + Beach Pavilion - This building serves the dual purpose as both access to watercraft rental and entrance to beach. The Marina building is primarily for watercraft storage. The Beach building is for admissions, life guard office, concessions and restrooms.

Beaver Shelter - This building is an existing large open air shelter. It will be renovated to better unify with the new buildings.

Beaver Shelter Restrooms - This building will provide permanent restrooms and storage, adjacent to the Beaver Shelter.

Fishing Pavilion - This building is a shelter that is on the water's edge for fishing, fish cleaning, and picnicking.

The underlying design theme of the structures is to have a common and unifying architectural character. Though each building has its own specific function, building roof forms and material applications unite them with other lake/park structures, land forms, and signage, creating an overall consistency between the architecture and the park landscape. By integrating natural, native stone, expanses of glass and openness, overlooks, decks, and pathways, the structures provide a strong visual connection to both ground and water.

Phase 1 improvements also include the construction of Cedar Creek Trail, a 2.5 mile asphalt route connecting Lake Olathe and Cedar Lake.







TEAM MEMBER INVOLVEMENT

SFS Architecture

COMPLETION DATE

Master Plan: September 2016
Phase 1 Construction: May 2019

CONSTRUCTION VALUE

$15 Million

PROJECT SIZE

378 Acres (includes 170 water acres)
The Landing/Marina Pavilion: 6,500 SF
Beaver Shelter: 3,755 SF
Beaver Shelter Restrooms: 1,154 SF
Fishing Pavilion: 1,173 SF

DESIGN AWARDS

Merit Award for Design (Unbuilt)
American Society of Landscape Architects
- Prairie Gateway Chapter



Olathe Community Center at Stagecoach Park

Olathe, Kansas

SFS was part of a multi-disciplinary team that collaborated with the City of Olathe to design a new community center in Stagecoach Park. The community center is designed to create strong relationships between interior and exterior space through site orientation, views and connecting spaces such as canopies, patios and sundecks. The architecture complements the existing fabric of the Olathe community and the natural beauty of the park as a composition of wood, stone, and glass under a sweeping curved roof.

Indoor recreation components include multi-activity court gymnasiums, elevated walking/jogging track, fitness center, aerobics and dance studios, locker rooms, and a natatorium that includes a beach-style leisure pool, flume slides, lap swimming, rope climbing, and bouldering walls. The center also includes community center administration offices, a divisible community room/event hall and catering prep kitchen, children's party rooms, a child watch area with indoor play, and a spacious lobby social space overlooking the park.

Site features include ample parking, pedestrian trail connections, adventure playground, sprayground area and adjacent patio spaces and interpretive park areas that extend the use of this facility into the surrounding park environs. Extensive design and planning efforts were undertaken to properly nestle this proposed facility and related site improvements into the existing passive park's rolling terrain, mature trees, and water features.









TEAM MEMBER INVOLVEMENT
SFS Architecture

COMPLETION DATE
July 2014

CONSTRUCTION VALUE
$23,584,839

PROJECT SIZE
41 Acre Park
72,000 SF Community Center

DESIGN AWARDS
Developments of Distinction Award, Urban Land Institute - Kansas City

Capstone Award for Achievements in Real Estate - Community Impact, Kansas City Business Journal

Honorable Mention, Construction Specifications Institute - Kansas City



Northland Regional Community Center Feasibility Study

Kansas City, Missouri

The SFS team completed a business plan and feasibility study for the Kansas City Parks and Recreation Department to assess the need for a regional community center in the Northland.

The team developed a detailed work plan for community engagement that utilized focus group discussions, stakeholder workshops, and community input to develop a building program that responds to the needs of the Northland community. This program was then used to develop a pro forma to determine cost recovery through potential incoming revenue and expenditures of the center.

Citizen input was gathered from both community open house meetings and a customized online community input website (Mindmixer.com). This input was used to validate and update previous studies and surveys as well as the program that was developed by the stakeholder group through the work shop process.

Two other significant components of the study included site evaluation and strategic partnership evaluation. Through our partnership discussions, we were able to identify shared needs and goals between stakeholders to potentially leverage capital and operations dollars.

The study culminated in a feasibility study report and a business plan which KC Parks will use to determine the appropriate path forward to meet the needs of the growing population north of the Missouri River in Kansas City and the surrounding areas.

TEAM MEMBER INVOLVEMENT
SFS Architecture
Ballard*King & Associates

COMPLETION DATE
2014

CONSTRUCTION VALUE
$21.3 Million (estimated)

PROJECT SIZE
96,426 SF



UG Healthy Campus / YMCA Community Center Planning

Kansas City, Kansas

As part of the Healthy Campus Initiative developed by the UG, SFS Architecture provided site planning, program development, conceptual design and cost estimating for Block 1 of the Healthy Campus to be located between Minnesota Avenue and State Street and between 10th and 11th streets in downtown Kansas City, Kansas.

The new Healthy Campus is part of a larger redevelopment plan to create healthy amenities for residents as well as serve as an economic development catalyst for the Downtown Parkway District.

Planned elements of the Healthy Campus include a community center, parking deck and plaza, grocery store, retail pedestrian walkways, streetscape and greenspace. A cohesive design language has been developed to tie together all elements within the block.

SFS assisted the UG in exploring multiple options for a new community center to be operated by the Greater Kansas City YMCA. Because of challenges to fund construction and operations of the facility, at this time there is not an option to build a new downtown YMCA.

TEAM MEMBER INVOLVEMENT
SFS Architecture

COMPLETION DATE
2017

CONSTRUCTION VALUE
$12 Million (estimated)

PROJECT SIZE
44,951 SF



Downtown Salina Fieldhouse

Salina, Kansas

The Downtown Salina Fieldhouse is more than simply a recreation center. The new 65,000 SF indoor, multi-season, multi-sport fieldhouse not only provides much needed space for community recreation, youth and adult sports tournaments and special events, but is also projected to play a key role in the revitalization of the community's downtown district.

Based on existing information provided by the City, the SFS team conducted interactive program confirmation sessions to build consensus and develop conceptual construction costs for the new fieldhouse to be located in Downtown Salina. The team prepared schematic design options for the site and building, including a 3 dimensional model to illustrate the scale and function of the building. The team further developed materials for use in community engagement.

The layout features basketball courts convertible into volleyball courts. This space can also transform into a 20,000 SF turf area for one regulation indoor soccer or flag football field. Drop down batting cages and pitching tunnels are also featured.

Key criteria addressed in the fieldhouse design include flexibility, playability, integration with Downtown Development, sustainability, affordability, the existing program model, and other important stakeholder issues.

TEAM MEMBER INVOLVEMENT
SFS Architecture
Ballard*King & Associates

COMPLETION DATE
August 2017

CONSTRUCTION VALUE
$7,151,721

FACILITY SIZE
65,000 SF



Columbia Fieldhouse at Philips Park

Columbia, Missouri

SFS Architecture collaborated with the City of Columbia to design a new 41,000 SF fieldhouse facility at the northern edge of the 140-acre A. Perry Philips Park.

The new fieldhouse, Phase 1 of a master plan also developed by SFS, features four athletic courts designed to accommodate basketball, volleyball, pickleball and other potential indoor sports throughout the year; an elevated walking track; three administration office suites; two multipurpose rooms; concessions; restrooms/changing rooms; and associated storage and mechanical spaces.

Phase 2 and Phase 3 are master planned to include two 40,000 SF expansions to accommodate a total of eight basketball courts, four indoor tennis courts and potentially an indoor soccer field. The expansions are anticipated to connect to Phase 1 via a designated hallway or connection point, allowing the future building(s) to be connected to the existing facility to form one control point for the entire facility.

Additional amenities will include outdoor athletic fields, shelters and associated parking.

TEAM MEMBER INVOLVEMENT
SFS Architecture

COMPLETION DATE
October 2019 (Phase 1)

CONSTRUCTION VALUE
$5.4 Million (Phase 1)

PROJECT SIZE
140 Acre Park
41,000 SF (Phase 1 fieldhouse)
40,000 SF (Phase 2 expansion)
40,000 SF (Phase 3 expansion)
121,000 SF (Total All Phases)



Historic Truman Depot Restoration + Pacific Avenue Trail

Independence, Missouri

SFS is providing design and construction documentation for the restoration of the historic Truman Depot Amtrak Station, which is known for its affiliation with President Harry Truman's Whistle Stop Tour and is listed on the National and Local Register of Historic Places. Improvements will include accessibility, physical improvements, HVAC and electrical upgrades in a manner that preserves the historical integrity of the depot and continues the current function as a train station. A new visitor center will house the Whistle Stop Museum.

In addition, a new shared pedestrian/bicycle trail along Pacific Avenue will connect the Truman Train Depot with the existing National Frontier Trails Museum Complex (also designed by SFS). The new trail will allow pedestrians and cyclists to utilize both facilities while providing an easily accessible and safe route for visiting train passengers.

All restoration measures comply with the Secretary of Interiors Standards for Restoration, State Historic Preservation Office and the Independence Heritage Commission.

TEAM MEMBER INVOLVEMENT
SFS Architecture

COMPLETION DATE
April 2020 (construction documents)

CONSTRUCTION VALUE
$434,600 (estimated)

PROJECT SIZE
2,950 SF



Historic Missouri State Fairgrounds Improvements

Sedalia, Missouri

SFS provided building condition assessments and architectural services for the renovation/restoration of three facilities at the Missouri State Fairgrounds: the Coliseum Building, Womans Building and West Campgrounds. The facilities are three of 66 structures comprising the 215-acre fairgrounds, which is a designated National Historic District and is listed on the National Register of Historic Places.

Improvements to the 4,800 SF Womans Building, built in 1910, include: roof replacement; window replacement; masonry restoration; exterior lead paint abatement; restroom renovations to improve accessibility; and upgrades to the building's electrical, plumbing and HVAC systems. In addition, SFS explored options for an elevator and stairway addition.

Renovation of the 26,977 SF Missouri State Fair Coliseum building, constructed in 1906, includes: roof, gutter and masonry repairs; brick restoration/ tuckpointing and terra cotta repair; exterior painting; replacement of exhaust fans; window and door replacement and repair; a new concrete floor; and accessibility upgrades.

Improvements to the 60-acre West Campgrounds include replacement of water service lines, lift stations and water towers serving the dump stations; replacement of electric service system and equipment,among others.

A collaborative effort among the SFS team, State of Missouri, State Fair Staff, and State Historic Preservation Office created design solutions that maintain the historical integrity of the existing structures and the overall Historic District.

TEAM MEMBER INVOLVEMENT
SFS Architecture
Bob D. Campbell and Company

COMPLETION DATE
2018

CONSTRUCTION VALUE
$5,027,334

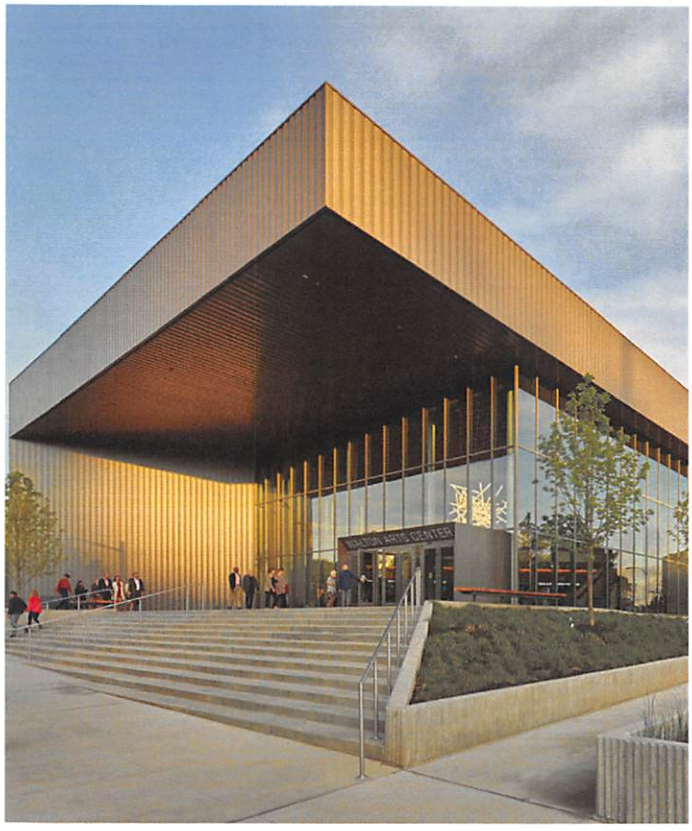
PROJECT SIZE
26,977 SF (Coliseum Building)
4,800 SF (Woman's Building)
60 Acres (Campgrounds)

DESIGN AWARDS
Preserve Missouri Award,
Missouri Preservation

Webb Mgmt / Arts and Cultural Facilities, Renovations and Reuse

Webb Mgmt has deep experience with projects that address cultural arts and civic center feasibility, cultural district development and reuse, renovation and expansion. We also have a substantial amount of experience working in Missouri.

Cultural and Civic Feasibility Analysis for Downtown Westminster, CO
Worcester Auditorium Visioning Workshop, Worchester, MA
Chateau Theatre Reuse Study, Rochester, MN
Center Theatre Renovation Study, Monroe, NC
Renovation Plan for the Peterborough Town House, Peterborough, NH
M+T Bank Pavilion Renovation Study, Baltimore, MD
Scottsdale Destination Event Feasibility Study, Scotttsdale, AZ
Needs Assessment for Pompano Beach Facilities and Cultural Programming, Pompano Beach, FL
White Eagle Hall Business Plan, Jersey City, NJ
City of Round Rock Arts and Culture Strategic PlanRound Rock, TX
Colonial Theatre Expansion Demand Study and Business Plan, Phoenixville, PA
Missoula Performing Arts Facilities Feasibility Study, Missoula, MT
Cultural Plan Update for the City of Lee's Summit, MO
Gladstone Cultural Master Plan, Gladstone, MO
Kirkwood Performing Arts Center Feasibility Study, Kirkwood, MO
Kauffman Center for Performing Arts Fundraising Strategic Plan, Kansas City, MO
University of Missouri Performing Arts Facilities Feasibility Study, Columbia, MO
St. Louis Arts Facilities Master Plan, St. Louis, MO
St. Louis Symphony Powell Hall Renovation Feasibility Study, St. Louis, MO



Walton Arts Center

Fayetteville/Bentonville, Arkansas

With facilities at capacity and a potential to develop programs and spaces that could serve regional communities and partners, Walton Arts Center (WAC) leadership hired Webb Mgmt to plan for a facility expansion project in 2012. Critical to the project was the involvement of Walmart, headquartered in Bentonville, and a potential partnership with the University of Arkansas, which needed new and improved facilities for their Fayetteville campus.

Demand for space on the part of two institutional partners, latent demand for arts programming in the region and the potential to attract new, high-quality touring product to a larger capacity theatre, led to our analysis of the feasibility of a 2,000-seat formal venue in Bentonville, a 600-seat, flexible performance space in Fayetteville and ancillary support and education spaces. Our work included a thorough market analysis, extensive review of competitive facilities, a survey of user demand and an analysis of the over-arching benefits and impacts new facilities would have on the region. Business planning also included benchmarking comparable facilities that accommodated touring activity and University arts programming.

Once the facility concept was adequately modified and affirmed, we developed detailed business plans for new facilities and WAC leadership, which accounted for utilization, rentals, management, staff expansion and more. Of particular importance was setting realistic targets for utilization of the 2,000-seat theatre by Walmart and touring groups. Our final output was a pro-forma operating budget for six years of operation of the expanded facility.



Burlington Live Event Venues Market Study

Burlington, Vermont

In 2018, Webb Mgmt was hired by the Community and Economic Development Office (CEDO) of the City of Burlington to consider whether four live event facilities, under consideration or in development, possessed the quality and capacity necessary to sustain additional arts programming in and around Burlington. One of the four development concepts was renovation of the historic Memorial Auditorium, which was being primed for operation by a private party and presentation of live events and concerts.

In considering the viability of the plans for Memorial Auditorium, we engaged local officials to learn the vision for the Auditorium and arts and culture sector, analyzed characteristics of market demographics most pertinent to arts participation, surveyed the existing supply of live event facilities and commercial touring activity in Burlington and discussed the market potential for additional touring activity with active presenters and promoters.



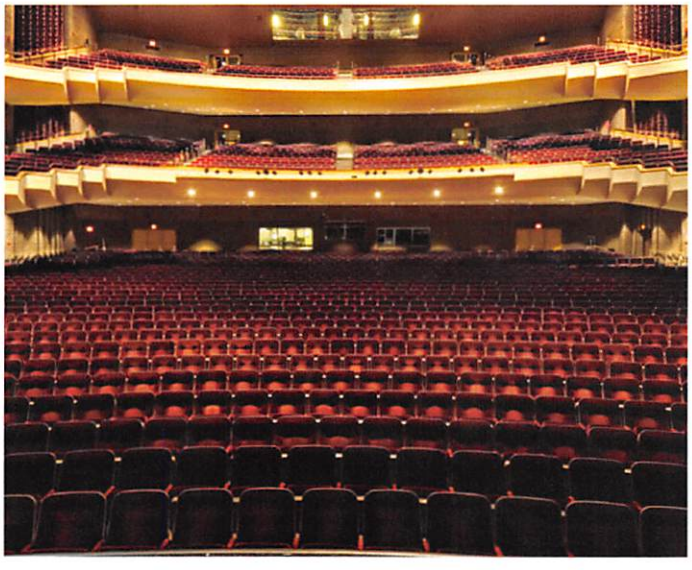
Ovens Auditorium Study

Charlotte, North Carolina

In 2015, Webb Mgmt was hired by the Charlotte Regional Visitors Authority (CRVA) to assess the future of Ovens Auditorium. The 60-year old venue had hosted over 7,000 events and served more than 9.4 million people since its opening. With 2,403 seats, it was the largest venue of its kind in the Charlotte region. However, the facility had several physical and operational challenges that needed to be evaluated.

Realizing the facility's many physical limitations, CRVA needed guidance on how to approach renovations of the Auditorium so that it could remain a viable venue in Charlotte. Our work considered the question of how the Auditorium could and should be animated and operated in the future, in terms of potential audiences, users, surrounding facilities and the broader goals of the City of Charlotte.

We provided recommendations on how existing operations might be adjusted for a renovated auditorium and developed a pro-forma operating budget to suggest how physical and operational adjustments would affect revenues and expenses over time.



Tulsa Performing Arts Center

Tulsa, Oklahoma

In 2018, Webb Mgmt, as part of a team led by Beck Design, was hired to create a master plan for the Tulsa Performing Arts Center. The study began with a review of the facility's operations, including detailed analyses of the Center's utilization; resident organization ticket buyer data, which addressed market potential for new programs and spaces; local and regional competition; and overall financial performance. Our analysis informed a vision and recommendations for renovation and expansion.

In a second phase of work, we developed an operating plan for the re-imagined Performing Arts Center, beginning with recommended adjustments to the existing governance structure as well as adjustments to operating policies and procedures. Our work product included detailed activity profiles and a pro-forma operating budget that reflected key changes related to programming, activity and operations.


FOUNDATION GYM
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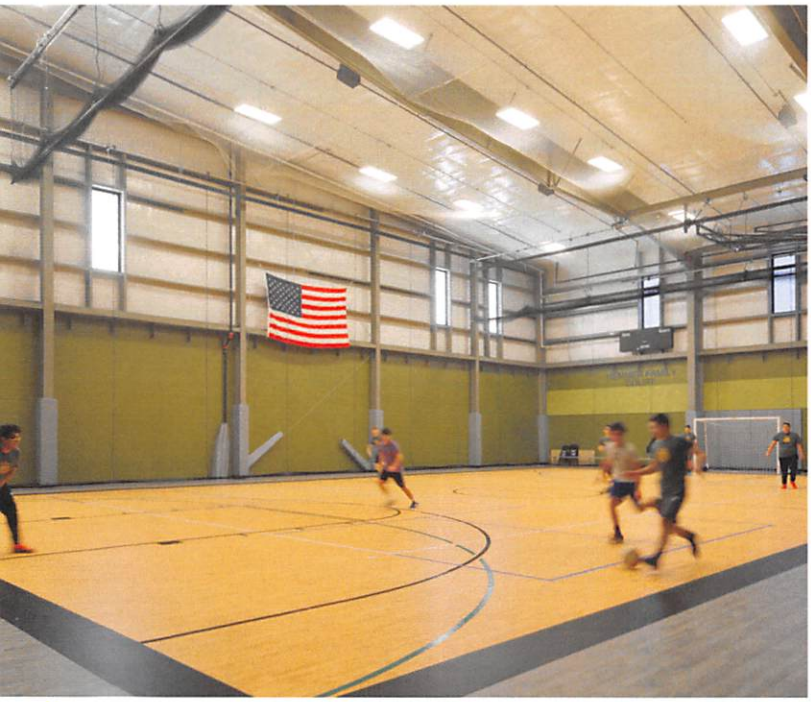
MIDDLEKAUFF FOUNDATION







04 REFERENCES

SFS has been recognized by its peers and industry colleagues for excellence in design, craftsmanship and artistry for numerous projects. This consistent level of excellence is backed by our disciplined cost, schedule and quality control process in place from the programming and design phases, to the production of construction documents, and through the construction administration phase.

The clients highlighted on the following pages can attest to our qualifications and performance with similar work as well as the strengths SFS will bring to your project, including our:

1. Ability to develop architectural solutions that respond to a client's vision and programmatic requirements with similar project types

2. Collaboration with civic leaders and other project stakeholders to envision and plan for renovated, restored and/or new facilities

3. Commitment to excellence in design, craftsmanship and artistry



PROJECT NAME + LOCATION FIRM INVOLVEMENT	PROJECT MANAGER	REFERENCE CONTACT INFORMATION
SFS ARCHITECTURE		
Johnson County Arts and Heritage Center, Overland Park, KS SFS Architecture, Bob D. Campbell and Company, Smith & Boucher, AVANT Acoustics, Peerbolte Creative	Original/Final: Brian Garvey, SFS Architecture	Danni Livingston, Director Division of Planning, Design and Construction Johnson County, Kansas 913.715.1100; danni.livingston@jocogov.org
Lake Olathe Park Master Plan and Phase 1 Improvements; Olathe Community Center at Stagecoach Park, Olathe, KS SFS Architecture	Original/Final: Brian Garvey, SFS Architecture	Brad Clay, Deputy Director of Parks and Recreation City of Olathe, Kansas 913.971.8618; bclay@olatheks.org
Meadowbrook Park + Activity Center, Prairie Village, Kansas SFS Architecture, Smith & Boucher	Original/Final: Brian Garvey, SFS Architecture	Jeff Stewart, Executive Director Johnson County, Kansas Park and Recreation District 913.826.3409; jeff.stewart@jocogov.org
New Civic Center, Park Improvements and Aquatic Center Expansion, O'Fallon, MO SFS Architecture, Ballard*King & Associates	Original/Final: Brian Garvey, SFS Architecture	Craig Feldt, Recreation Superintendent City of O'Fallon, Missouri 636.474.8101; cfeldt@ofallon.mo.us
Heckart Community Center, Sedalia, MO SFS Architecture, Ballard*King & Associates, Bob D. Campbell and Company	Original/Final: Brian Garvey, SFS Architecture	Amy Epple, Director of Parks and Recreation City of Sedalia, Missouri 660.851.7675; aepple@sedaliaparks.com
Excelsior Srings Community Center Excelsior Springs, MO SFS Architecture, Ballard*King & Associates, Avant Acoustics	Original/Final: Brian Garvey, SFS Architecture	Molly McGovern, City Manager City of Excelsior Springs, Missouri 816.630.0752; mmcgovern@ci.excelsior-springs.mo.us
Columbia Sports Fieldhouse at Philips Park, Columbia, MO SFS Architecture	Original/Final: Brian Garvey, SFS Architecture	Gabe Huffington, Park Services Manager City of Columbia, Missouri 573.874.7202; gabe.huffington@como.gov
Historic Truman Depot Restoration + Pacific Avenue Trail, Independence, MO SFS Architecture	Original/Final: Dana Gould, SFS Architecture	Terry Thomas, PE Independence Public Works 816.325.7636; TThomas@indepmp.org
Historic Missouri State Fairgrounds Improvements, Sedalia, MO SFS Architecture, Bob D. Campbell and Company	Original/Final: Dana Gould, SFS Architecture	Brad Lueke, Project Manager Division of Facilities Management, Design and Construction State of Missouri 573.751.3205; Brad.luecke@oa.mo.gov

PROJECT NAME + LOCATION FIRM INVOLVEMENT	PROJECT MANAGER	REFERENCE CONTACT INFORMATION
ADDITIONAL SUBCONSULTANT REFERENCES		
Stormont Vail Events Center **Topeka, KS** AVANT Acoustics		Matt Rockers, Director of Operations Stormont Vail Events Center 785.235.1986; matt.rockers@spectraxp.com
Presser Performing Arts Center, **Mexico, MO** Peerbolte Creative	Carl Hutcherson	Lois Brace, Executive/Artisitc Director Presser Performing Arts Center 573.581.5592; lois@presserpac.com
Liberty Center Association for the Arts, **Multiple Projects, Sedalia, MO** Peerbolte Creative	Carl Hutcherson	Courtney Wilken, Program Director Liberty Center Association for the Arts 660.827.3228; wilkenmusic@sbcglobal.net
Lee's Summit Cultural Facilities Master Plan **Lee's Summit, MO** Webb Mgmt	Duncan Webb	Joe Snook, Administrator Lee's Summit Parks and Recreation Department 816.969.1500
Burlington Live Event Venues Market Study **Burlington, VT** Webb Mgmt	Duncan Webb	Jesse Freedman, Projects and Policy Specialist City of Burlington 802.540.1035; jfreedman@burlingtonvt.gov
Tulsa Performing Arts Center **Tulsa, OK** Webb Mgmt	Duncan Webb	Mark Frie, CEO Tulsa Performing Arts Center 918.520.5715; mfrie@cityoftulsa.org
Walton Arts Center **Fayetetteville/Bentonville, AR** Webb Mgmt	Duncan Webb	Peter Lane, CEO Walton Arts Center 479.571.2770; plane@waltonartscenter.org

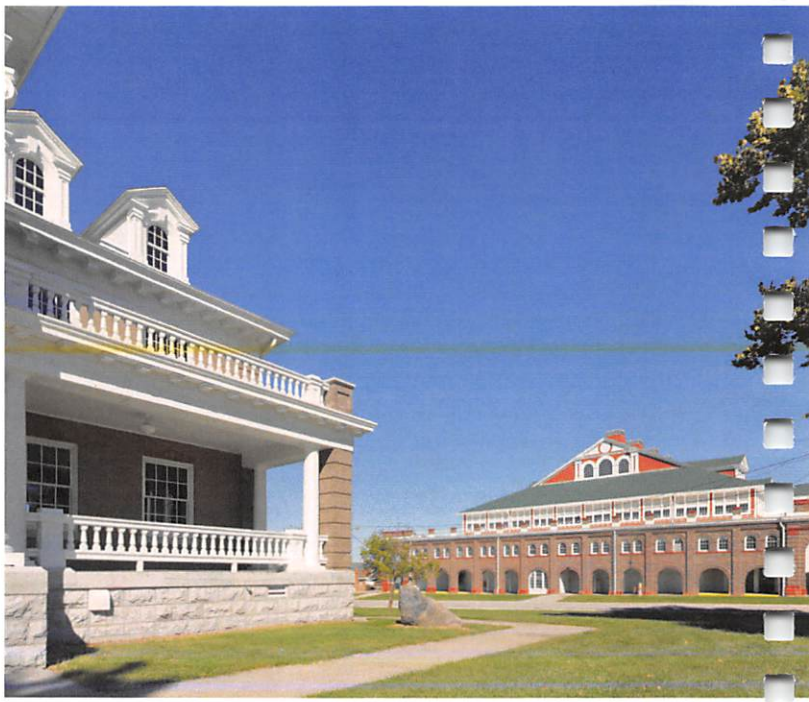
Thank you.

You accepted a difficult challenge and have clearly excelled. Please accept our gratitude for pursuing this effort with such energy, diligence and creativity! Our appreciation extends to your entire team, of course. Many thanks to everyone.

Chad Foster
Project Manager - Johnson County Arts and Heritage Center
Johnson County Facilities Management Department








CARAMEL APPLES
POPCORN
COTTON CANDY
POPCORN
COTTON CANDY
RENTALS
NO SMOKING

05 PROJECT APPROACH + TIMELINE

SFS is committed to fostering a meaningful collaboration with you and the Joplin community to complete the Memorial Hall Study. To do so, the following guiding principles will guide our work. These principles provide a framework for the process outlined herein that we have tailored to meet the specific needs you have outlined in RFP No. 2020-RFP-03.



UNDERSTAND OUR CLIENTS' WHY

We understand the primary goal of this study is to explore options for Memorial Hall to most effectively serve the needs of the City of Joplin, staff and community. Your community has previously engaged consultants to study Memorial Hall and we recognize the need to build from these as a foundation rather than start from scratch. **Our approach seeks to understand what has previously been studied and assessed, then employ efficient and streamlined stakeholder engagement while developing and evaluating a variety of concepts.** Our team offers a depth of expertise suited to this project that can be called into action as the process unfolds.

A key element of our project approach is our understanding of successful stakeholder engagement. We believe that input from a wide variety of staff and community perspectives is important to meet the unique needs of the project. We accomplish this using interviews and/or meetings to encourage open discussion, empathy, creative thinking and problem solving. We are extremely proud of the relationships we have built with our clients and equally proud of the community facilities we have helped them plan and develop. This process has been utilized to successfully assist our clients with short- and long-range planning of similar community facilities. Our goal is consensus. **The path to that goal is through meaningful connections and collaborations.**

Data Collection and Documentation

To start, the SFS Team will review previous studies, master plans and other planning endeavors related to Memorial Hall or surrounding properties. Other examples of information that is useful in understanding your project include existing building drawings, maintenance records, surveys, geotechnical data, zoning maps, utility maps, current power usage, reports, etc.

Building Condition Assessment

The SFS Team will review all previous building condition assessments and reports for pertinent information for developing informed conceptual options and accurate budgeting. If needed, our comprehensive team of experts will perform a thorough visual assessment of the entire building to evaluate physical conditions, including systems deficiencies, maintenance, accessibility and code compliance in addition to roofing, windows, building envelope, site, utility access, environmental (if needed), interior construction, vertical circulation, structural integrity, mechanical, electrical, plumbing, fire protection and life safety systems. Additional information on the operations and maintenance-related issues will be collected for analysis. Cost options for optional building assessments are included in our enclosed fee worksheet.

We utilize a worksheet developed for efficiently executing the field work and reporting our findings. This will allow the team to clearly document the physical and functional building conditions and identify and prioritize building repair and maintenance requirements. The information can be used by the City as accurate, impartial data while enabling staff to clearly understand existing property conditions and pinpoint high problem areas for current and future building improvement projects, including the future Cornell Cultural Center near Memorial Hall.

Structural Systems, Building Envelopes and Roof - The SFS Team will evaluate the building structure to identify any structural deterioration and determine compliance with standards of life safety and building code requirements. In addition, the team will evaluate building envelope items including roofs, windows, walls, doors and ceilings, to identify issues that may include assembly deterioration and water or air infiltration.

Accessibility, Life Safety and Code Compliance Review - As part of the comprehensive study, the SFS Team will review the building interior and exterior to identify any items in non-compliance with universal accessibility standards and identify other life safety and code issues that may pose a challenge to planning for adaptation of the building for future uses. Examples of these issued might include vertical circulation constraints and exiting requirements for emergency egress or path or travel.

Mechanical, Electrical, Plumbing Systems – If needed, the SFS Team will review existing maintenance reports provided by City staff relative to repairs and/or upgrades of the mechanical, electrical and plumbing systems. In addition, the team will evaluate the remaining useful life of systems and relevance in the concept options that are developed for consideration.



The findings of these assessments will be compiled in a report that includes a prioritized improvement strategy considering the program and concept options being explored for the building.

Stakeholder + Community Engagement

The SFS Team is very comfortable with and highly effective at public engagement. We feel it is best to engage the public and key stakeholders early in the process. At this point, it is best to explain the process, timeline, and opportunities for input and feedback to allow the community to provide their initial thoughts and concern. Community meetings early in a project such as this can inform program options and concept alternatives that are explored as well. We understand that older buildings carry emotional and sentimental value in their communities. We are sensitive to this but will strive to remain objective. We believe the adaptive reuse of an existing building is one of the most sustainable strategies in the building industry, but the solution must also be sustainable in the community for this to be successful. Through thoughtful community and stakeholder engagement, we will seek clarity in what the community needs, wants, and will support for the long range. The public engagement process is ongoing, but is outlined further later in this approach as well as in our proposed schedule.

Demographic and Market Analysis

A demographic and market analysis will be performed by the SFS Team. The purpose of this analysis is to identify patronage forecasts and estimate revenue capabilities of each alternative, whether it be a concert venue, cultural arts center, civic center, sports venue, memorial park or a combination of amenities. Important facets of this analysis include developing service areas for the new community facility alternatives, analyzing demographic characteristics of said service areas, and overlaying participation rates from the National Sporting Goods Association (NSGA) and the National Endowment of the Arts (NEA). It is important to note that the identification of service areas will be completed working in conjunction with various project partners and using the most current demographic information available.

The market analysis includes aspects of GIS planning through the plotting and mapping of age group distribution, median age, household income, market potential index and population trends. The focus is the completion of the competitive market analysis where the team will identify, review and visit each alternative service provider that exists in the identified service areas. This step of identifying potential competitors, including existing City-owned concert venues and civic centers, in the service areas is an important step when providing recommendations about similar components and the subsequent size of said components. Facility and program specific information is collected for developing an inventory matrix of facility components, fees and charges and programs. This information is also plotted on a map with corresponding service radius to help identify and visually review the saturation of existing service providers in Joplin.

Webb Mgmt will analyze the characteristics of the market demographics specific to arts participation, survey the existing supply of live event facilities and commercial touring activity in Joplin, and assess the market potential for additional cultural arts facilities.





EXPLORE POSSIBILITIES

Facility Programming

A variety of program options will be explored for Memorial Hall. We propose a workshop to review previously identified options to fully understand the background and key issues of each prior to our team developing concepts. Through this discussion there is much to learn and discover even before concept plans are created. Additional options to explore may arise and others might fall away allowing resources to be focused where the most value can be gained.

Partnerships + Alternative Funding Sources

The SFS Team will initiate preliminary discussions with the City regarding established and potential strategic partnerships to determine synergistic program opportunities. We will look at realistic partnering opportunities and assist in the determination of cost/benefit, participation/use levels, image perceptions and management structures of those partnerships.

Across the country, agencies are looking beyond traditional funding mechanisms and toward the use of alternative funding and partnerships to realize improvements and programming for public agencies. Through our team's extensive experience with community facilities, we will identify various other successful models where alternative funding and multi-jurisdictional funding have been used.

Given the age and historic nature of Memorial Hall, leveraging the federal historic tax credit program may be considered to recover some specific costs. The process of designing, pursuing and documenting projects for the historic tax credit program is a tedious and detailed process requiring a thorough understanding for success. Our team is currently involved in multiple projects utilizing this program and is knowledgeable in the considerations that need to be made if this is a possibility.

Conceptual Design: Exploring and Evaluating Options

We believe the best way to truly engage our client in a process of informed decision making is by exploring multiple options in a visual format. The SFS Team will develop concepts for the reuse of Memorial Hall and park alternatives as described in the RFP at a minimum but are always willing to look at other concepts as the process unfolds.



By reviewing a wide variety of schemes and features, we begin to understand which solutions best fit the needs and character of the Joplin community and the preferred direction will be clarified. As each solution is explored, we will ask:

- *Does it accommodate the needs of partner agencies?*
- *Does it maximize program opportunities?*
- *Does it capitalize on the unique circumstances in Joplin?*
- *Does it fit with other community strategies and initiatives?*
- *Does it meet operational and budget parameters?*
- *Does it promote the character, goals and aspirations of the community?*
- *Does it provide flexibility for growth and trends in the community?*
- *Does it meet goals for sustainable design and operations?*

The answers to these questions and more will help the project stakeholders evaluate and make critical decisions on which solution will best serve the needs of the Joplin community.

Visualization Tools

Our team uses state-of-the-art technology to communicate, collaborate and execute. Throughout the planning process, we employ a variety of tools that help to visually communicate design concepts, including site plans, floor plans, renderings, animations, and virtual reality models. From the early stages of our process, we engage the project team and stakeholders in virtual explorations of the project. In our workshops, we explore ideas for site and building options in real-time – viewing the project from all angles and perspectives which enables the project team to make decisions with greater understanding and confidence. The refined concept design model can then be used as a dynamic way to help educate stakeholders and donors about the project.

Public Participation and Community Input Process

We believe a key to achieving consensus is a proactive and clear presentation of project information beginning early and continuing throughout the process. We take pride in being adept at engaging the public to allow everyone the opportunity to be authors in the story of their community. The SFS Team proposes the following community engagement process starting early and will continue throughout to ensure understanding, empathy, collaboration, and consensus. We will work closely with your core project team to confirm this process is consistent with your goals for outreach and transparency.

Meetings are the traditional cornerstone of the public engagement process, but we have had to be flexible and creative recently to stay relevant in uncertain times. Due to limitations on physical public gatherings, we have utilized new methods for successful public engagement such as GoToWebinar, GoToMeeting, Zoom, FaceBook Live, and other virtual meeting and presentation platforms. We have been utilizing online virtual meetings for almost a decade for internal coordination so our familiarity has allowed us to comfortably facilitate meetings, interviews, discussions from early in the project design phases all the way into the construction phase without missing a beat. We have found that attendance may actually increase over physical meetings due to the flexibility virtual engagement allows.

We would propose to hold a public meeting approximately every 3 to 4 weeks during the process. At this time, we assume these will occur virtually. If it is safe to do so and we feel the public will engage, a traditional or hybrid physical/ virtual public meeting is also viable.

Topics of the public meetings we envision for the Memorial Hall project are as follows:

Meeting #1: Town Hall *

GoToWebinar is proposed and allows for live polling, public comment, and feedback moderation.
** This meeting is intended to occur early during the - "Understanding the 'Why'" - phase of our process.*

- Introduction to the Process and Schedule
- Questions, Concerns and Open Discussion
- Preferencing Exercises
- Next Steps

Meetings #2 and #3: Public Presentation and Feedback

GoToWebinar is proposed and allows for live polling, public comment, and feedback moderation.

- Review Process and Schedule
- Present Preliminary Program Options and Concepts (Meeting #2)
- Present Program and Concept Refinement (Meeting #3)
- Public Q&A

Meeting #4+: Governing Body Presentations *

GoToWebinar is proposed and allows for live polling, public comment, and feedback moderation.
** This meeting is intended to occur during the - "Land Where it Makes Sense" - phase of our process.*

- Review Final Concept and Associated Draft Report
- Gather Feedback from Governing Bodies
- Public Comments (as allowed)

We propose to create a project website where ongoing updates to the process, concepts and options may be shared and insights gained. We leverage online survey tools such as SurveyMonkey to gather open-ended input from the community on a variety of topics. While this is not considered a statistically valid survey, our experience has shown that it is a highly valuable and relevant tool for community feedback.

Focus groups are an effective means to understand specific issues, needs and concerns of a particular user or stakeholder group. The SFS Team will assist the City in identifying participants for focus group meetings to maximize value and potentially resolve specific issues or concerns. The focus groups will identify their vision, values, and key issues providing insight from their unique perspectives. **It is important for key stakeholders to understand a variety of perspectives. This will cultivate a more robust understanding of the project goals and result in the most holistic solution.**

methodsofengaging



Budgeting and Cost Opinions

We cannot emphasize enough that early and ongoing budgeting is critical to the success of any project. A thorough draft of a comprehensive project master budget should not just include the cost of construction but estimates of all foreseeable soft costs and hard costs, too. Through our work with various types of clients on a wide variety of projects, we have developed project master budget worksheets to help our clients be real in truly understanding project costs and put them in a proactive stance for implementation.

The SFS Team utilizes our internal cost database supplemented by a cost estimating consultant to develop opinions of probable construction cost for design options. We seek feedback through a variety of construction trade partners to help validate costs as more detail is developed and frequently maintain the overall project master budget.

LAND WHERE IT MAKES SENSE

As the SFS Team explores opportunities with the project stakeholders, seeks a wide range of public opinion through various means and methods, and analyzes the financial estimates, we will work with you to find the right path for the project. Based on the information gathered to date, the team will agree on one or two concepts to proceed with more detailed programming, design and cost information will be generated to confirm the recommended concept.

To confirm we have made informed and appropriate decisions, we will seek public input on the selected concept that can be used to inform the future design development if the project moves forward to implementation. Landing where it makes sense is the logical conclusion and expected results of a thorough and comprehensive due diligence process.

Operational Pro Forma

We advocate balancing your service objectives with revenue considerations. We believe good community and park facilities offer "something for all" yet should be planned to minimize subsidy requirements. Making patron utilization projections a visible part of the early planning process can help decision making. The SFS Team has the necessary resources to develop detailed and accurate operations and maintenance projections for concert venues, civic centers and park facilities. Some of the focus areas include market analysis, operational feasibility analysis of program elements and operational pro-forma listing detailed budgets for expense and revenue projections, staffing, operating hours and scheduling, attendance estimates, fee structures and maintenance plans.

Our base scope will include a thorough demographic and market analysis performed by Ballard*King with input from Webb Mgmt. Once a direction is chosen for a concept option to be developed, our team will develop a detailed operation pro forma looking out a minimum of three years of projected expenses and revenue.

Phasing and Implementation

It is important for the results of any feasibility study to be realistic, actionable and achievable. We will work with your team to outline appropriate phasing of the project.

ENSURE SOUND EXECUTION

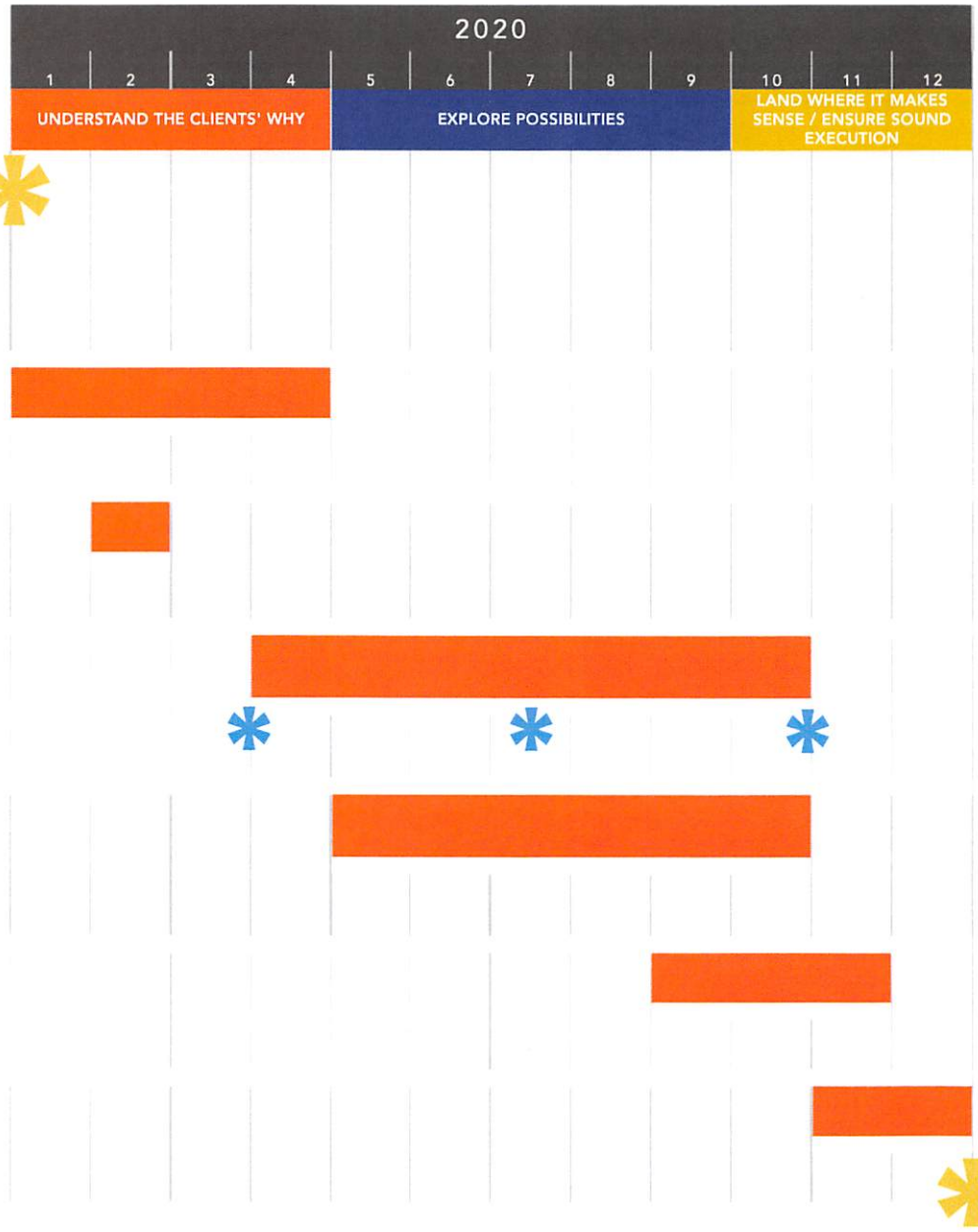
A recommendation is thin and hollow if we fail to convey why and how we got there. The final report will document the feasibility study including market analysis, demographic analysis, operational information, assessments and recommended concept. It will also include conceptual options and phasing options considered as well as the master budget estimated for the total project cost. In addition to the results of the study, it is equally important to document the process and feedback from the community. This is imperative in demonstrating to City leadership our due diligence in preparing a comprehensive feasibility study. Following receipt of comments on the draft, SFS will finalize, submit and present the results of the Feasibility Study to the City of Joplin.

Meeting the current and future community needs of the City of Joplin and those who will use the facilities are the results our approach seeks to achieve. Your knowledge will be very beneficial to the SFS Team in creating a complete understanding of the unique circumstances in Joplin. Combined with our knowledge of community and park facility needs, as well as creative planning solutions, this will result in a road map for success.

Proposed Schedule

A preliminary Schedule, based on the process outlined herein, is provided below. The schedule indicates milestones for stakeholder and community engagement. Please note that our schedule and project approach are based on our current understanding of your project and can be refined and adjusted as necessary following discussions with your team. We are prepared to begin the project upon Notice-to-Proceed.

Scope of Services



PROJECT KICK-OFF
- Project vision, goals, objectives
- Confirm workplan/scope
- Confirm participating agencies and partners
- Confirm time frames
- Confirm public input process requirements
- Identify potential primary and secondary services
- Setup project website

DATA GATHERING
- Gather/review existing studies and program information
- Conduct demographic/market analysis
- Explore partnerships and funding opportunities

BUILDING ASSESSMENT
- Structural assessment
- Building systems assessment (if needed)

ACTIVE COMMUNITY ENGAGEMENT
- Town hall meeting
- Public presentations and feedback meetings
- Community survey (online)
- Focus group discussions
- Preferred direction

PROGRAMMING AND CONCEPTUAL DESIGN
- Prelimary program options
- Preliminary concept diagrams
- Ongoing budget estimating
- Selection of preferred concept
- Concept and budget refinement

OPERATIONS PRO FORMA
- Establish final operating criteria
- Draft pro forma
- Review and discussion
- Final pro forma

FINAL REPORT
- Document planning process
- Document options considered
- Document final recommendations
- Prepare final graphics

STAKEHOLDER ENGAGEMENT

✱ Denotes potential stakeholder engagement meetings, presentations, etc.

ADDITIONAL REVIEW MEETINGS AND PRESENTATIONS AS NEEDED

06 PROJECT COST

Proposed Scope and Compensation

Base Scope Summary

SFS proposes the base project scope summarized below based on our proposed approach, process, and timeline for professional services:

- Virtual meetings as needed with the City and Stakeholders to discuss the project and review progress
- Up to six (6) meetings in person or virtually as conditions allow for public engagement and focus groups
- Creation and maintenance of a project website and use of the SFS SurveyMonkey tool
- Building structural assessment, life safety, code, and compliance review of existing building and surrounding site
- Demographic and Market Analysis
- Project master budget consulting and opinions of construction costs
- Conceptual design
  - Program options development
  - Concept plans and diagrams as needed to convey options for consideration
  - 3D massing studies, as needed
  - Narrative descriptions as needed for concepts and recommendations
  - Concept refinement (plans, 3D, aerial rendering)
  - Cost opinions for renovation or new construction work
- Operations pro forma showing financial projections of the selected concept
- Draft and final feasibility study
- Presentations as needed to Governing Bodies

We anticipate the fees for this BASE SCOPE of professional services to be in the range of $120,000.00 to $165,000.00 inclusive of all anticipated project-related expenses. The final cost of the professional services on this project will be determined by the following variables:

Final Scope. Review, discuss, and confirm the project scope with the key decision maker(s) at the City of Joplin to verify all goals and objectives are being adequately addressed.

Reimbursable Expenses. Project-related expenses will be identified in the final scoping of the project and billed as a reimbursable cost at 1.1 times the actual cost to the SFS Team. The proposed range above includes an allowance of $5000.00 for expenses such as travel/lodging expenses, reproduction, shipping, postage, and other direct expenses.

Economy of Scale. If the SFS Team is selected to provide professional services for both the Memorial Hall and Ewert Pool studies, there are efficiencies in having a consistent team that should reduce the combined fees of the two studies.

Alternative Scope Options indicated below are excluded from our proposal. We can work with the City to provide the cost of these items to bring additional value to the process if needed.

- Additional financial pro formas performed by Ballard*King;
- Building systems assessment (M/E/P/FP systems) performed by Smith & Boucher Inc;
- Geotechnical explorations performed by Olsson;
- Topographic and boundary surveying performed by Olsson;
- Environmental Assessments performed by a third party that is to be determined.