

**Town of Brownsburg and Brownsburg Parks and Recreation
Department - Response to Questions and Comments**

Proposal #2016-01 and Proposal #2016-02

RESPONSE TO QUESTIONS AND COMMENTS

The Town of Brownsburg, Indiana and the Brownsburg Parks and Recreation Department (collectively, the “Town”) issued a Request for Proposals on Thursday, January 21, 2016 as follows:

- A: Seeking a Capital Contribution Partner in Connection with Shared Non-Exclusive Naming Rights in a New Brownsburg Community Recreation Center - Proposal 2016-01; and
- B: Seeking a Capital Contribution Partner in Connection with a Right for Certain Leasing Rights to Operate a Health and Wellness Facility in a New Brownsburg Community Recreation Center – Proposal 2016-02 (collectively, the “RFP”).

The RFP established a February 12, 2016 deadline for questions. This Response serves as a summary of the Town’s response to provide clarification for the questions/comments received by that deadline. The terms and conditions contained in the RFP continue to apply to this RFP process and any approval is subject to and conditioned upon all Board, Council and/or Commission approval as may be determined necessary by the Town; including, but not limited to, any required public hearing process and the necessary contracts being entered into on the terms and conditions that are acceptable to the Town.

Question No. 1: Can you share the data elements under evaluation that will support this level of development? For example, population size, average income, target demographics, population growth, health insurance demographics?

Please see the information from Pros Consulting attached hereto and incorporated herein by reference as Exhibit “A”.

Question No. 2: What part of Hendricks County is projected to grow the fastest?

Please see the information provided in the attached Exhibit “B”.

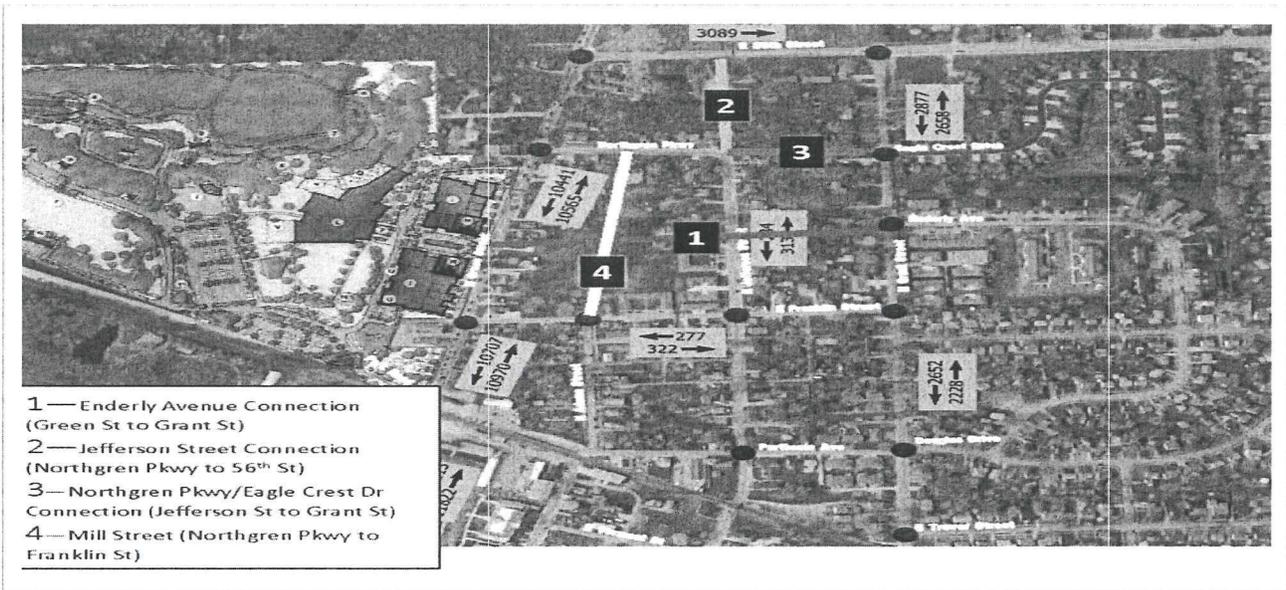
Question No. 3: Is there a plan to address the traffic barriers associated with the planned location of the center?

The Town currently has two (2) proposed plans for road improvements progressing that it intends to pursue. First is the upgrade of N. Green Street from Main Street to 56th Street to an improved 3 lane section with travel lanes north and south and a center turn lane. The plan is to install a new traffic signal at the north entrance to the Recreation Center area at a new intersection with the new road going to the east. The second part of the plan includes the

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construction of a new road from Green Street connecting to Grant Street to the east. (denoted by #1 on the map below) The Town also is looking at construction of an extension of Northgren Parkway (denoted by #3 on the map below) connecting through to Grant Street and the installation of a traffic signal at the intersection of N. Grant Street and 56th Street. The road improvements are currently planned for construction in 2017-2018 and should be completed before the opening of the proposed Community Recreation Center in 2019, subject to and conditioned upon all necessary right of way acquisition, permitting and financing determined necessary by the Town.



Question No. 4: The proposal references “retail” as a part of the mix use statement can you share what other retail partners you are considering. Food, Pilates, Yoga, etc?

The Town is working with several developers to attract various types of development including retail, restaurant, and office space. No specific businesses have been identified but each of the developers have relationships with major retailers and restaurants. The Town intends to continue to encourage this economic growth and development to determine if an agreement can be reached. The Town may use independent contractors to provide recreation and educational type programs within the facility, when direct employment is not feasible.

4.1. Will outside providers/vendors, not leasing space in the facility be able to offer services within the Community Center?

The Town will review this on a case-by-case basis to make sure it is in the best interest of the Town and that it is a mutually beneficial and equitable relationship consistent with the Town’s Partnership and Sponsorship Policy, copies of which are attached hereto and incorporated herein by reference as Exhibit “C”.

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Question No. 5: Would the town consider granting category exclusivity for healthcare?

The Town will review and consider all aspects of any proposal submitted based on the Town's best interest and consistent with the evaluation factors included in the RFP. Exclusivity would be subject to and conditioned upon all of those factors as well as the monetary contribution and overall scope of services being proposed.

Question No. 6: What other entities might be involved in the signage/naming rights? Categories?

The Town will consider and review all possibilities for signage/naming rights that are in the Town's best interest and that are consistent with the terms and conditions of the RFP. In addition, the Town reserves the right to consider signage/naming rights for external and internal areas including, but not limited to, the following:

- *Kitchen*
- *Multi-purpose Rooms*
- *Staircases*
- *Pool*
- *Gymnasium*
- *Common Areas*
- *Tree w/names for wall*
- *Event Sponsors*
- *Tournament Sponsors*
- *Brick Walkway to entrance*
- *Walking Track*
- *Fitness Rooms*
- *Aerobics Room*
- *Enrichment Rooms*
- *Parking Lots.*

Question No. 7: Do the Health and Wellness Facility manager and tenant have influence on who else partners on this project for Proposal A? How will conflicts of interest be handled?

The Town may seek comment from the Health and Wellness Facility Manager, but the Town reserves the right to make the final decision on the acceptance of any proposal as determined to be in its best interest which also includes its evaluation of any potential conflicts that may be raised.

Question No. 8: Is there a vision statement for the center?

From the Master Plan - "Our vision for recreation facilities in Brownsburg is to provide for the needs of the all residents based on the unmet needs identified in the public survey results that support the existing and future populations of the Town."

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Develop an indoor multi-generational facility for people of all ages that incorporates aquatics, gyms, fitness-related facilities, program spaces, meeting spaces, Active Adults (seniors), teen spaces and creates a community gathering space for the Town.

See Pages 39 – 60 of the Parks & Recreation Strategic Master Plan at http://www.brownsburg.org/egov/documents/1393618406_58258.pdf.

Question No. 9: What is the driving force for this project, community health needs or economic development?

The driving force is the residents' community wide survey identifying public health facilities and programs as an unmet need. The location is the driver for economic development as it presents a unique opportunity being in the heart of Brownsburg.

Question No. 10: Are there any known political barriers for this initiative?

The Town Council and Park Board have directed Town staff to plan for the issuance of the RFP and asked that we put together a realistic financing plan to pay for the development of the facility as part of this process. All proposals will be subject to the review process and a final determination will be made by the Town Council and the Park Board following all legal requirements of this process being met, which may include, but not be limited to a public hearing process.

Question No. 11: What is the town council's position on the project?

The Town Council supports the project and has given staff direction on moving forward to explore financing, design, issuing the RFP and seeking other economic development and business opportunities for the area.

11.1. Will the Town of Brownsburg be funding any portion of the development and if so, how much?

The Center is expected to cost \$20,500,000 and the Town is exploring sources to fund the design and construction of the Center, including, but not limited to, using cash on hand, donations from Capital Partner and bond financing.

11.2. Will there be tax dollars applied to the funding?

See the Response to 11.1 above and the Town may utilize General Fund reserve cash funds, Economic Development Income Tax (EDIT) cash funds, Food & Beverage Tax cash funds and debt financing.

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Question No. 12: Will the Health and Wellness tenant and manager be accountable for managing the Community Center recreational areas (gymnasium, pool, fitness rooms, child care etc.) as defined by the item G on page 5?

No, that is simply stating what the planned spaces are for programming in the facility. The Parks Department will be responsible for management of the Center and a portion of the facility. However, the tenant can submit proposals for programming of the spaces. An amount or revenue share would need to be established.

Question No. 13: Who will manage the balance of the retail property and the entire grounds/facility?

Property will be managed by the various entities utilizing that space including private developers and the Town will be maintaining the rest including parking and open space. This arrangement will be a part of the contract negotiations with each entity that is involved in the site.

13.1. How will pricing be established for access to the Community Center?

Pricing to be determined by the facility business plan, based on cost recovery mandates and market conditions.

13.2. Will there be a revenue share with the manager/tenant based on those membership fees being collected?

If the manager/tenant of the partner is driving people to join, then the Town will consider working with the tenant to determine an appropriate membership fee for people that support both entities. Profit sharing to this degree will be determined by the Town Council. Also attached as Exhibit "D" are excerpts from the Feasibility Study and a complete study can be found on-line at http://www.brownsburg.org/egov/documents/1414612827_72034.pdf.

13.3. If not, do you envision entering into a management services arrangement with the tenant/manager?

If the proposal is to manage the facility as well and it is determined to be the appropriate course, a management agreement may be negotiated as determined by the Town.

Question No. 14: Are there services that the Town of Brownsburg would ideally like to see in the Health and Wellness Facility?

Sports Medicine, rehabilitation, nutrition, health education programs, rehabilitation services, counseling, clinic treatment. In addition to those previously listed any service that would draw people to the facility and lend to the improved health and wellness of the residents of the Town of Brownsburg.

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14.1. Are they primarily clinically based? How do these services complement or vary from the Community Center offerings?

The facility will offer programs typical of the spaces created. The Feasibility Study Section 11.4 on pages 57-60 included the anticipated programming.

Question No. 15: Are there any services prohibited within the Health and Wellness Facility? Please confirm if tenant offers fee for service wellness programming in the Health and Wellness Facility that it can charge, collect and keep associated revenue.

Yes, the proposal will need to outline the revenue sharing and/or facility use fee which the parties can negotiate the structure accordingly.

Question No. 16: If Brownsburg chooses to terminate the lease early, will the town be prepared to pay back the invested capital the company put forth into the development of the project?

It is not anticipated that the Town would terminate the Lease unless there is an event of default. However, the termination of the Lease and any proposed payback will be discussed and negotiated as part of any final agreement.

Question No. 17: Does a Physician Assistant or Nurse Practitioner meet your definition of physician professional equivalent?

The Town will rely on the provider to make sure that all of the required training, certifications, etc. are maintained by each of the persons performing the services proposed in accordance with industry standards.

Question No. 18: Are the lease rates planned on mirroring local market real estate lease rates?

Lease rates will take into account several factors, which may include, but not be limited to, appraised values, capital costs and operational costs.

Question No. 19: Aside from the Community Center and Health and Wellness Facility, please clarify if you are looking to obtain naming rights for other designated areas within the development. For example, Parks and Recreations or will the naming rights extend through the entire Park?

Yes, if exclusivity is afforded, then it would not include other hospitals/organizations with identical services, but also see Answer to Question No. 6 above. The right for exclusivity will be based on several factors including, but not limited to, the value being offered for such right. Currently the RFP anticipates that there would be non-exclusive naming rights.

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Question No. 20: Are there size limits on signage for any of the buildings?

Yes and size and type of signage is governed by the Town's sign ordinance, as may be amended from time to time. A current copy of that Ordinance is available on the Town's website at www.brownsburg.org. It should also be noted that there are processes and procedures in place to be able to pursue land use and development standards variances.

Question No. 21: Are there planned hours of operation for the Community Center?

It is anticipated that the facility hours will be 5 a.m. to 9 p.m. M-Sat. and Sundays 11 a.m. to 6 p.m., subject to Council and Park Board approval.

Question No. 22: Can you describe the approval process for upgrades and or changes to the space in the future?

Any proposed changes would be subject to and conditioned upon Council and Park Board approval. The tenant would be required to submit detailed written information regarding the proposed change, including, but not limited to architectural renderings.

Question No. 23: Has the town already selected a developer for the project; if so, what firm has been chosen?

The Town is in the process of interviewing and conducting negotiations with different developers proposing mixed-used projects, but no final decision has been made at this time.

Question No. 24: Can the town provide renderings (conceptual or developed) of the proposed center?

Attached as Exhibit "E" are the draft site plan and photo montages available at this time.

Question No. 25: With regard to naming rights, will the town entertain category exclusivity?

See Answer to Question No. 6 above.

25.1. With regard to programming within the facility, will the Town entertain category exclusivity?

See Answer to Question No. 5 above.

Question No. 26: The RFP is silent on if winning bidder will be given first right of refusal for extension of Naming Rights as well as Lease Renewal – will this be considered?

This may be discussed and considered as part of any contract negotiations.

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Question No. 27: Please clarify the intent of the RFP’s statement on staffing – particularly in Section D. Request for Proposals Intent Summary, Section B. “The proposer will have a minimum of one staff member who is a Health and Wellness physician professional (or equivalent) at the Health and Wellness facility along with an agreed upon number of staff.”

27.1. Is the RFP requiring Physician staffing for Wellness services?

See Answer to Question No. 17 above.

27.2. Staffing models are often considered proprietary to service offerings. Is the intent of the RFP to have a shared staffing model with the Town? Please clarify “with an agreed up number of staff”.

See Answer to Question No. 17 above. The Town will also rely on the provider to make sure that the Wellness Center is staffed appropriately to provide the services offered and meet the demands in accordance with industry standards.

Question No. 28: Regarding future build out of the Wellness Center space, the RFP states that the winning bidder must use the Town’s engineering firm and general contractor; can you please clarify? The concern is that since programming has yet to be decided, selection of an engineering firm and general contractor should be bid to those most qualified to design healthcare space in accordance with state and federal regulations.

The Goal would be to capture economies of scale, continuity and clarity of vision and use. The Town will rely on the provider to equip the interior of the facility consistent with industry standards for the services being offered.

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Exhibit "A"

Town of Brownsburg Demographics



Medical Expenditures

Brownsburg Town, IN
 Brownsburg Town, IN (1808416)
 Geography: Place

Prepared by PROS Consulting

	2015	2020	
Demographic Summary			
Population	22,993	24,879	
Households	8,563	9,265	
Families	6,308	6,811	
Median Household Income	\$67,173	\$76,950	
Males per 100 Females	95.8	96.9	
Population By Age			
Population <5 Years	6.7%	6.5%	
Population 65+ Years	13.0%	14.8%	
Median Age	37.8	38.5	
	Spending Potential Index	Average Amount Spent	Total
Health Care	111	\$5,259.11	\$45,033,781
Medical Care	110	\$2,299.79	\$19,693,138
Physician Services	115	\$306.39	\$2,623,604
Dental Services	110	\$427.91	\$3,664,219
Eyecare Services	110	\$60.83	\$520,928
Lab Tests, X-Rays	115	\$76.89	\$658,392
Hospital Room and Hospital Services	110	\$222.40	\$1,904,412
Convalescent or Nursing Home Care	97	\$30.61	\$262,103
Other Medical services (1)	113	\$129.34	\$1,107,552
Nonprescription Drugs	105	\$135.97	\$1,164,285
Prescription Drugs	109	\$543.24	\$4,651,774
Nonprescription Vitamins	103	\$72.16	\$617,887
Medicare Prescription Drug Premium	99	\$86.92	\$744,292
Eyeglasses and Contact Lenses	113	\$101.53	\$869,371
Hearing Aids	104	\$28.14	\$240,967
Medical Equipment for General Use	107	\$6.46	\$55,341
Other Medical Supplies (2)	110	\$71.00	\$608,011
Health Insurance	112	\$2,959.32	\$25,340,643
Blue Cross/Blue Shield	116	\$991.10	\$8,486,757
Commercial Health Insurance	121	\$602.90	\$5,162,606
Health Maintenance Organization	110	\$493.04	\$4,221,874
Medicare Payments	101	\$527.42	\$4,516,290
Long Term Care Insurance	109	\$110.31	\$944,595
Other Health Insurance (3)	106	\$234.56	\$2,008,522

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average or 100. Detail may not sum to totals due to rounding.
(1) Other Medical Services includes Services by Medical Professionals other than Physicians, Nursing Services, Therapeutic Treatments, Blood Donation, Ambulance, Emergency Room, and Outpatient Hospital Services
(2) Other Medical Supplies includes Topicals, Dressings, Supportive and Convalescent Medical Equipment, Rental of Medical Equipment for General Use, and Rental of Supportive and Convalescent Medical Equipment.
(3) Other Health Insurance includes Medicare Supplements and Other Health Insurance excluding Blue Cross/Blue Shield.
Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor statistics

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Exhibit "B"

Population Growth Projections

Brownsburg Recreation Impact Fee Study

Town of Brownsburg

6/4/13

Households and Population Growth With Annexation

Compiled by: Lehman & Lehman, Inc. from information provided by Town of Brownsburg

Growth Sources	Number of Units	Population Growth
Existing Developments 10-Year Growth Forecast (within Town)	1,873	4,944
Undeveloped Land Parcels	2,255	5,953
Summary of New Development Growth	4,128	10,897
Anticipated Growth of Existing Homes with Annexation	1,143	3,029
Summary of Growth with New Development + Annexation	5,271	13,925

TABLE 3 – Potential 10-Year (2022) Households and Population Growth from Existing Developments and Undeveloped Land Parcels and Possible Annexation – Source: Town of Brownsburg and Lehman & Lehman, Inc.

Expectations of Population Growth / Building Permit Projections

The population growth forecast over the next 10 years is tabulated in the following table (Table 4) and includes projected new residential building permits applying 2.64 persons per household.

Town of Brownsburg Population Current and Projected – All Development Potential (within the Town Limits and Anticipated Annexation)

2010 Census of Persons per Household = 2.64

	2000	2005	2010	2012	2013	2014	2015
Total Town of Brownsburg	14,520	17,745	21,285	22,043	22,484	23,046	23,737
Annual Growth Rate (Est.)					2.00%	2.50%	3.00%
Households (at 2.64 / house)		6,722	8,063	8,350	8,517	8,730	8,991
Total New Households					167	213	262
Growth / Year (Persons)					441	562	691
Growth / Year Annexation					389	2,639	0

	2016	2017	2018	2019	2020	2021	2022
Total Town of Brownsburg	24,568	25,551	26,701	28,036	29,550	31,175	32,940
Annual Growth Rate (Est.)	3.50%	4.00%	4.50%	5.00%	5.40%	5.50%	5.66%
Households (at 2.64 / house)	9,306	9,678	10,114	10,620	11,193	11,809	12,477
Total New Households	315	372	436	506	573	616	668
Growth Per Year (Persons)	831	983	1,150	1,335	1,514	1,625	1,765
Growth / Year Annexation	0	0	0	0	0	0	0

Note: Town of Brownsburg; Assumption that the 2012 population was 22,043

4.11% = assumed average annual growth rate

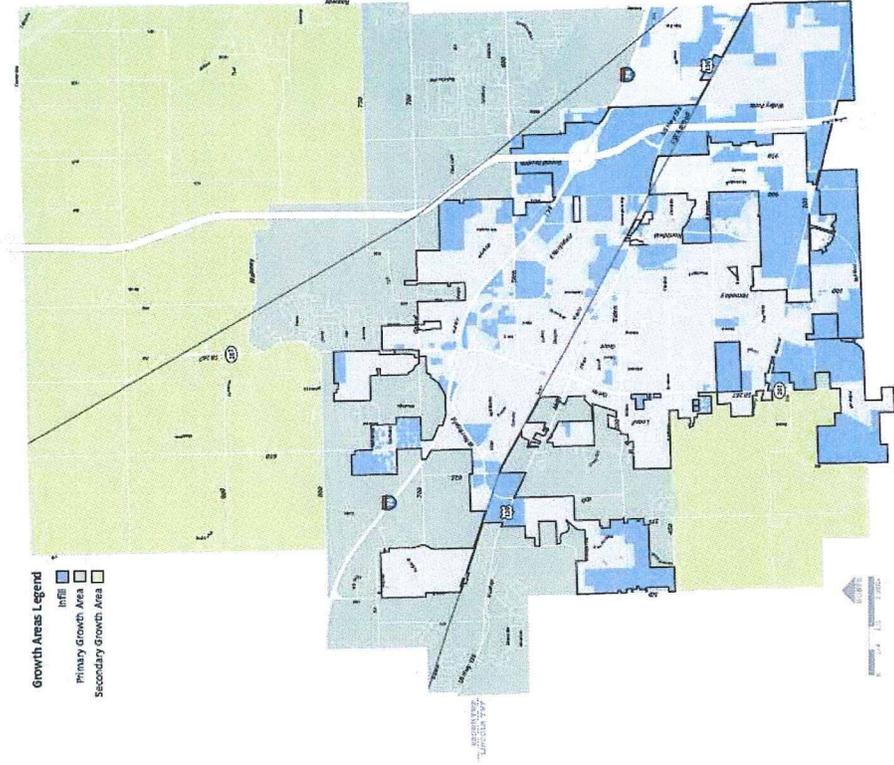
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	10-Yr Avg
Projected Annual Growth % =	2.00%	2.50%	3.00%	3.50%	4.00%	4.50%	5.00%	5.40%	5.50%	5.66%	4.11%

TABLE 4 – Current and Projected Population and Building Permit Growth

Applying the agreed upon growth model the preceding table indicates that Brownsburg's growth potential for the next ten years will average 4.11% per year.

The growth model assumption starts out slower at the beginning of the ten-year (2013-2022) period (2.00% in 2013) and grows at a faster rate at the end of the 10-year period (5.66% in 2022). This assumes that other

Build-Out Calculations



- Build-Out Enrollment
 - Base forecast assumptions
 - 7,700 new homes over 20 years
 - 7,450 build-out occurs in 2034 and K-12 enrollment is 11,750
 - High forecast assumptions
 - 10,200 new homes over 20 years
 - 7,450 build-out occurs in 2031 K-12 enrollment is 14,000
- Risk & Uncertainty
 - Does not consider enrollment growth from replacement turnover (e.g., MSD Wayne Township)

Source: Brownsburg Master Plan (2012), page 87

Note: Only areas within BCSC included in calculations. Secondary growth area not included.

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Exhibit "C"

**Town of Brownsburg
Partnership and Sponsorship Policy**



1.1 SPONSORSHIP POLICY

1.1.1 VISION STATEMENT

"The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations."

1.1.2 PURPOSE

The goal of this sponsorship policy is to provide guidelines for BPRD to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance parks and recreations services and facilities in the Town. It is designed to ensure that all marketing of sponsorships support the BPRD's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support BPRD's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of BPRD's jurisdiction or authority.

1.1.3 ISSUES ADDRESSED

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the BPRD and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure BPRD is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the BPRD on the services provided to the community and to remain responsive to the public's needs and values.

1.1.4 ISSUES ADDRESSED

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the BPRD and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure BPRD is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the BPRD on the services provided to the community and to remain responsive to the public's needs and values.

1.1.5 EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance BPRD programs and facilities



- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- A number of BPRD events, programs and amenities may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the Town and greater community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with BPRD
- Sponsorships help to raise the awareness of the BPRD and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable to the community because of the financial contributions that sponsors can provide to the BPRD

1.1.6 GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- BPRD will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships in the BPRD for the coming year.
- Seek sponsors directly via a proposal request by staff.
- BPRD may put their sponsorships out for auction at an auction event hosted by the BPRD. The following process will be required when BPRD is involved in a sponsorship:

1.1.6.1 PROCESS SUBMITTAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to BPRD.
- The BPRD Director or his/her designee will review the proposal, present it to the Park and Recreation Board and together make a decision on the proposal.
- The BPRD Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to BPRD, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and BPRD.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to BPRD.
- The BPRD Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the BPRD Director will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers and promotional goals with BPRD's goals.
 - The sponsor's past record of involvement in BPRD and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.



- The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and BPRD.
- Potential community support for or opposition to the proposal.
- The operating and maintenance costs associated with the proposal on behalf of BPRD.
- The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the BPRD Director.
 - The BPRD Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
 - Provide guidance to the sponsor regarding the interpretation and application of this policy.
 - Provide assistance and advice to staff of BPRD and the sponsors.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.
- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
 - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

1.1.6.2 SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to BPRD.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with BPRD must be approved in advance before it goes public

1.1.6.3 EVALUATION OF THE SPONSORSHIP



Once the sponsorship effort has been completed staff from BPRD will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to the BPRD Board.

1.1.7 SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as sponsorship opportunities for the coming year by the BPRD staff and Board:

- Program Guide
- Special Events in the parks
- Summer concert series
- Food for Programs and Events
- Drink Sponsor
- Event Sponsor
- Give-a-ways at events
- Mile of trail in the parks
- Adopt-a-kid
- Adopt-a-park
- Adopt-a-playground
- Music trailer
- Banner on Web-site
- Umbrellas, Shade Structures and Shelters
- Gardens
- Performers at events
- Ice
- Fireworks
- Seasonal sports
- Concert series
- Sponsor a game field, Facility or Sport Court



1.1 PARTNERSHIP POLICY

1.1.1 VISION STATEMENT

"The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations."

1.1.2 PURPOSE

This policy is designed to guide the process for BPRD in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and/or operation of possibly partnered recreational facilities and/or programs that may occur on BPRD owned or leased property.

The BPRD would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the BPRD to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the BPRD, and particularly beneficial for the citizens of Brownsburg.

1.1.3 ISSUES ADDRESSED

The BPRD has developed partnerships over many years that have helped to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for the citizens of Brownsburg. The recommended policy will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may cause conflicts internally and externally. Certain partnership principles must be adopted by the BPRD Board for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to the BPRD Board that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports back to the BPRD Board on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing
- Each partner will not treat one another as a client-to-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Brownsburg
- Full disclosure by both partners to each other will be made available when issues arise



- Annual informing of each other's staff on the respective partner's values and yearly goals and work plans so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

1.1.4 EXPECTED OUTCOMES AND BENEFITS

- Increased visibility
- Increase in services and programs
- Tax dollars spent on services are maximized through collaboration
- Public believes in and supports the role of BPRD in partnerships
- Promotes a positive image
- Public involvement enriches their understanding of BPRD
- Engaged public enhances current and future development of programs and facilities
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Shared vision and goals
- Allow us the opportunity to make a vision a reality
- Reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthen communities and achieve greater outcomes

1.1.5 GUIDING PROCEDURES

1.1.5.1 PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with the BPRD based on their working with other cities, townships, schools, and other municipal services in the area. Working together on the development, sharing, and/or operating, parks and recreation facilities and programs will be as follows:

- Each partner will meet with the BPRD Board and staff annually to plan and share activity-based costs and equity invested by each partner in the partnership
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement



- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the Director or Chairperson of BPRD Board along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

1.1.5.2 PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with BPRD and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the BPRD system. These principles are as follows:

- The not-for-profit partner agency or group involved with BPRD must first recognize that they are in a partnership with the Department to provide a public service or good; conversely, the Department must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the BPRD. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, BPRD Director and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue



- It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to BPRD as outlined in the working agreement to meet the 50% equity level of the partnership

1.1.5.3 PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to BPRD and includes businesses, private groups, private associations, or individuals who desires to make a profit from use of Department facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on Department-owned property, or who has a contract with the Department to provide a task or service on the Department's owned facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, BPRD Board and staff must recognize that they must allow that entity to make a profit
- In developing a public/private partnership, the BPRD Board and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the Town, BPRD Board and staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by BPRD Staff and Board. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the Department, and overall coordination with the Department for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the BPRD Board and staff to achieve the goals of the partnership set out in the partnership recital. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The BPRD Board and staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved
- The Department has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the Director of BPRD and the highest ranked officer from the other partnership will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

1.1.6 THE PARTNERING PROCESS

The steps for the creation of a partnership with the BPRD are as follows:



- BPRD will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the BPRD. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with the BPRD.
- To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the BPRD asks for a Preliminary Proposal according to a specific format as outlined in Part Two - Proposed Partnership Outline Format.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the BPRD Mission and Goals, and the Selection Criteria, a BPRD staff or appointed representative will be assigned to work with potential partners.
- The BPRD representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The BPRD representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved BPRD staff member, providing guidance for the partners as to necessary steps.
- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the BPRD to seek a Request for Proposal (RFP) from competing/ collaborating organizations.
- Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and the BPRD has not already undergone a public process for solicitation of that particular type of partnership, the BPRD will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.
- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for the BPRD's official development review processes and approvals. The project may require approval by the Legal Council of the Town.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the BPRD's staff, while some projects may proceed most efficiently if the BPRD contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If BPRD staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.



- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the BPRD for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. The BPRD is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

**Town of Brownsburg and Brownsburg Parks and Recreation
Department - Response to Questions and Comments**

Proposal #2016-01 and Proposal #2016-02

Exhibit "D"

Excerpt from Feasibility Study

11.4 FACILITY PROGRAMMING

Operations and programs must be coordinated for seamless delivery of services. This means that the level of service provided, the program and price point must be harmonious for optimal results

These core programs will activate the facility and retain “energy” in the building versus a high level of drop in usage. Activities within each core program category can and will change as the market dictates. However, the categorical offering is based on the mission, market and assets available to administer programs and therefore will remain constant.

Examples of programs within each core area are presented below and on the following pages. (Please note: the Projected Cost Recovery is for programs only and does not include costs incurred to operate the community center. Staff will need to define and monitor facility overhead costs, to be factored into the program expenses for total facility cost recovery.

FACILITY LOCATION	CORE PROGRAMS	CLASSIFICATION	COST RECOVERY TARGET	PROJECTED COST RECOVERY
Recreation Program Rooms	Early Childhood	Important	20-80%	31%
Fitness Areas	Fitness	Value Added	80-100+%	171%
Aquatics Center	Aquatics	Core and Important	0-80%	65%
Gymnasium	Day Camps and Contracted	Value Added	80-100+%	281%
Hospitality Centers	Parties	Value Added	80-100+%	146%
Community Rental	Rentals	Value Added	80-100+%	416%

11.4.1 RECREATION – GENERAL PROGRAM

The following are examples of programs to be provided in the Brownsburg Community Center.

DIVISION	ACCOUNT TITLE
PROGRAM	
Recreation	Tumbling Classes
Recreation	Martial Arts
Recreation	Wildfire Dance Classes
Recreation	Preschool Ballet
Recreation	Mini's in Motion
Recreation	Cheerleading
Recreation	Pom Pom Club
Recreation	Hip Hop Dance
Recreation	Ballet 1
Recreation	Ballet 2
Recreation	Mighty Mites
Recreation	Mini Mites
Recreation	Beginning Gymnastics
Recreation	Folk Dancing

11.4.2 FITNESS PROGRAMS

DIVISION	ACCOUNT TITLE
PROGRAM	
Fitness Studio	Personal Trainer Sessions
Fitness Studio	Kettlebell
Fitness Studio	Iron Circuit
Fitness Studio	Zumba
Fitness Studio	Weight Training
Fitness Studio	TRX
Fitness Studio	Simply Sculpt
Fitness Studio	Pilates
Fitness Studio	Yoga
Fitness Studio	Youth Fitness Classes
Fitness Studio	Pole Fitness Classes
Fitness Studio	Kick Boxing Classes
Fitness Studio	Boxercise
Fitness Studio	Physical Therapy Sessions
Fitness Studio	Hot Yoga
Fitness Studio	Family Fitness Classes
Fitness Studio	Boot Camp
Fitness Studio	Tae Kwon Do

11.4.3 AQUATIC PROGRAMS

DIVISION	ACCOUNT TITLE
PROGRAM	
Aquatics	Learn to Swim Classes
Aquatics	Private Swim Lessons
Aquatics	USA Swim Team Practices (Monthly)
Aquatics	USA Dive Team (Monthly)
Aquatics	Swim and Dive Meets
Aquatics	Lifeguard Training
Aquatics	Shallow Water Exercise Classes
Aquatics	Deep Water Exercise Classes
Aquatics	Water Safety Instructor
Aquatics	Summer Recreation Swim Team
Aquatics	Arthritis Classes
Aquatics	SCUBA Training
Aquatics	Kayak and Canoe Training
Aquatics	Warm Water Therapy Classes

11.4.4 GYMNASIUM-SPORTS PROGRAMS

DIVISION	ACCOUNT TITLE
PROGRAM	
Gymnasium	Gym Rental - 2 hr. minimum
Gymnasium	Rookie Basketball
Gymnasium	Instructional Basketball
Gymnasium	Me & Mini Me Basketball
Gymnasium	Adult Basketball
Gymnasium	Youth Basketball
Gymnasium	Adult Coed Volleyball
Gymnasium	Youth Volleyball Leagues
Gymnasium	Summer Basketball Camps
Gymnasium	Summer Volleyball Camps
Gymnasium	Winter Break Day Camp
Gymnasium	Spring Break Day Camp
Gymnasium	Summer Day Camp
Gymnasium	Indoor Soccer Leagues
Gymnasium	Kickball Leagues
Gymnasium	Futsal Leagues
Gymnasium	Competitive Cheerleading
Gymnasium	Pickleball Leagues
Gymnasium	Sports Training for People with Disabilities
Gymnasium	Indoor Lacrosse Leagues
Gymnasium	Indoor baseball training times
Gymnasium	Tumbling times
Gymnasium	Ball Hockey
Gymnasium	Teen dances
Gymnasium	Adult Dodgeball League

11.4.5 PARTIES

DIVISION	ACCOUNT TITLE
RENTALS	
Rentals	Community Room Rentals
Rentals	Facility Premium Rentals
Rentals	Caterer Commissions
Rentals	School Lock-In
Rentals	Miscellaneous Revenues

11.4.6 RENTALS

DIVISION	ACCOUNT TITLE
FUNCTION	
Parties	Parties
Parties	Miscellaneous Revenues

**Town of Brownsburg and Brownsburg Parks and Recreation
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Proposal #2016-01 and Proposal #2016-02

Exhibit "E"

Draft Site Plan and Photo Montages

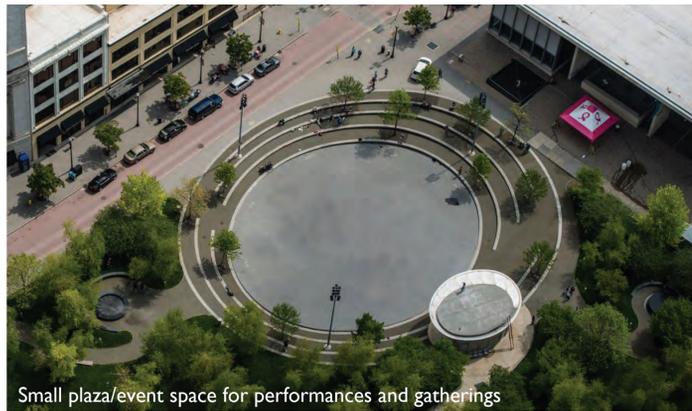


ARBUCKLE ACRES PARK

BROWNSBURG, INDIANA







Small plaza/event space for performances and gatherings



Recreation center architecture to vertically anchor entry drive.



Mixed use retail and office space with parking



Recreation Center Architectural Character



Winter uses in plaza space



Formal green space to transition from urban/commercial to natural park setting



Mixed use retail and office space with parking



Recreation Center Architectural Character



Native Buffer Plantings



Stream Restoration



Bio-Swale Stormwater Management



Focal Art Piece/ Play Structure



Recreation Center to Utilize Views