



RIVERFRONT RENOVATION PROJECT MANAGER

Statement of Qualifications



March 21, 2016



Heather Pope, Director
City of Columbus
Redevelopment Department
123 Washington Street
Columbus, IN 47201

Dear Riverfront Redevelopment Committee,

As a one-of-a-kind community that embraces the future, congratulations on having the foresight to create another economic stimulus project. Of course, we're looking forward to your signature piece, the new brew pub at the Pump House, as it will be just the destination venue needed to initially attract more community members and visitors near the waterfront.

CORE Planning Strategies is excited about the opportunity to help you activate and drive this project, beginning with our Statement of Qualifications submission. So why hire a project management firm from Indianapolis?

OUR PEOPLE and our DEPTH OF BENCH

We are proposing Karen Valiquett, PE, as your project manager. Karen is the former Assistant Director of DNR Engineering. She is a professional civil engineer and has experience in roadway and trail design, erosion control, dam work, and site development. As was stated by the Director of DNR Engineering, "Karen works effectively to communicate circumstances to many different types of people effectively. This skill allows her to build consensus and implement solutions swiftly and efficiently." We are more than an office of "one". CORE will provide the CRC with a project manager but also with a team of structural/civil, architectural, and construction team experts for support, when needed.

COLLABORATION SKILLS

Our project managers are expert collaborators and communicators. We are experienced at working with large and varied stakeholder groups and strive to find common ground. We believe it is the orchestration of the many city, state, federal, utility, and railroad agencies, as well as community groups and the Pump House development team that will determine the ultimate success of this redevelopment.

RECORDS OF SUCCESS

We've had so many successful management projects in close proximity to Columbus that it's impossible to include them all. While not all of them are site development projects, we believe our strategic management approach with focus on actionable implementation aligned with our civil engineer trained PM is a perfect match for your project. Of course, we're also very proud that the Carmel Redevelopment Commission just hired us for our second project! We strongly encourage you talk with them about our record of success.

Our team is excited to lead your project and look forward to the next step in the proposal process.

Regards,

Deb Kunce, FAIA
Owner | Project Leader
CORE Planning Strategies, LLC

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WHO WE ARE

At CORE Planning Strategies, our number one priority is helping our clients achieve their ideal project. As a management firm, we don't design or build, rather we serve as project managers, coaches, translators, and, on occasion, psychiatrists, to help you navigate the waters of development planning. We help organizations of all sizes lead, oversee, and drive their facility projects, and we work to build consensus among all stakeholders before the first shovel of dirt is overturned.

We're an impartial, third-party expert that has done this before. In fact, hundreds of times before, and we know what it takes to keep large, complex, multi-million dollar projects in scope, on schedule, and within budget. Our staff is trained as architects, civil and structural engineers – but we're not the designers. Rather, we help organizations by supplementing existing staff, working side by side with our clients, and managing the planning and implementation of their facility projects.

What's more, we're sticklers for process and procedure, and our background in architecture, engineering, and construction means we speak (and understand) the language. We know the right questions to ask and the right partners to get involved. We know the earlier you engage CORE, the more efficient and successful your project will be. We know what it's realistically going to take to get your job done. And done well.



CONTACT INFORMATION

Deb Kunce, FAIA, LEED AP

Owner

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CORE Planning Strategies, LLC is a certified Women Business Enterprise (WBE) with the City of Indianapolis and the State of Indiana.



OUR SERVICES

CORE Planning Strategies has helped dozens of organizations successfully navigate even the most challenging waters.



PROJECT MANAGEMENT

Simply put, our management helps you get from point A to point B efficiently and effectively. We apply our knowledge, skills, and techniques to meet project requirements and guide you to success. Strong accountability and project controls leads to success.

PROGRAM MANAGEMENT

Under a single program, we manage a collection of related projects developing and tracking both project level and program level budgets, schedules, and scope of course. Implementing with strong project controls is key to our success and accountability.

STRATEGIC FACILITY PLANNING

Aligning your facility goals with your business goals is the focus. We'll help identify your "must have's" and "nice to have's" and facilitate a focused decision-making process.

SPACE PROGRAMMING

How much facility do you really need? Our programming process provides a data focused approach that includes user focus groups to ensure collaborative involvement.

STAKEHOLDER ENGAGEMENT

We bring together all the key players, facilitate open dialog, and gather input so that you have a firm understanding of your stakeholder's needs and can make the best facility decisions for your organization.

DESIGN TRANSLATION

We speak "architect" and "contractor" and interpret your team's requirements and construction documents. When you really want to know what's going on in your project, we can help.

DEB KUNCE, FAIA, LEED AP

Owner | Project Leader

As the founding principal, Deb’s role is driving strategy, building relationships, and ensuring CORE helps our clients achieve their ideal facility. With over 20 years of planning and construction experience, Deb is a driven project leader who applies creative strategies with practical implementation. Deb is currently seeking her Project Management Professional Certification with the Project Management Institute.

She is committed to growing future leaders through service on the NAWBO Indy Board of Directors, IPS Education Foundation Board, and the Hawthorne Community Capital Campaign Committee. Deb is a long time member and leader of the American Institute of Architects (AIA), including her time as a National Vice President and Board Member from 2009-2013. She is also the Governor’s appointee to the Indiana State Lottery Commission and is active on the Indianapolis Chamber of Commerce’s Local Government & Fiscal Policy Committee.

Registration

- Registered Architect - State of Indiana
- National Council Architectural Registration Boards
- United State Green Building Council

Project Types

Development:

- Carmel Redevelopment Commission
- United Way of Central Indiana
- DEFENDERS
- Christel House Academy

Government/Education:

- Indiana Dept of Transportation
- Indiana Dept of Administration
- Indiana State Fairgrounds
- Homeland Security
- Indianapolis Public Schools



“AS SOON AS WE ENGAGED HER, SHE GOT PEOPLE MOVING - BRINGING PEOPLE TOGETHER, SOLVING PROBLEMS, SELECTING CONTRACTORS, AND PROVIDING PROFESSIONAL EXPERTISE. SHE HAS BEEN A GODSEND!”

Diane Arnold
Executive Director
Hawthorne Community Center, Indianapolis, IN

Education

- Ball State University - Bachelor of Architecture
- Ball State University - Bachelor of Science

Honors & Awards

- 2012 Juliet Peddle Award for Pioneering in Architecture, AIA Indiana
- 2011 Engineering News Record Top 20 Young Professionals, Midwest Construction
- 2011 Elevated to AIA College of Fellows for significant contributions in architecture
- 2011 YWCA Salute to Women of Achievement, Phyllis Wheatley Award Nominee
- 2010 Edward D. Pierre, Outstanding Service to Profession and Public, AIA Indiana
- 2008 Indy’s Best and Brightest, Junior Achievement of Central Indiana



KAREN VALIQUETT, PE

Project Manager

Karen is a licensed Professional Engineer with over 11 years of experience in civil engineering design and project management. She leads and manages a wide range of planning, development, and environmental projects. She incorporates her technical experience and strong communication skills to successfully navigate through complicated projects and to successfully implement long-term solutions.

Karen is passionate about community service and is currently a part of the Richard G. Lugar Excellence in Public Service Series as well as a member of the Meridian-Kessler Neighborhood Association. She serves as a ward chair and precinct committeeman in Washington Township within Marion County. As a past resident of North Carolina, she served on the New Hanover County Board of Health as the Engineer Member.

Registration

Professional Engineer - State of Indiana

Project Types*

- Roadway and Trail Design: Department of Natural Resources
City of Wilmington, NC
Town of Yorktown, IN
- Site Development: City of Wilmington, NC
Bald Head Island Limited
Cape Fear Community College
- Erosion Control: Department of Natural Resources

Professional Affiliations

- American Conservation Engineers, Member
- American Society of Civil Engineers, Member



“KAREN IMPRESSED ME WITH HER ABILITY TO NOT ONLY QUICKLY ASSESS AND UNDERSTAND A SITUATION, BUT THEN TO VERY EFFECTIVELY COMMUNICATE THOSE CIRCUMSTANCES TO THE MANY DIFFERENT TYPES OF PEOPLE SHE WAS WORKING WITH. THIS SKILL ALLOWED HER TO BUILD CONSENSUS AND IMPLEMENT SOLUTIONS SWIFTLY AND EFFICIENTLY. HER LEADERSHIP AND ORGANIZATION SKILLS WERE ALSO A HUGE BENEFIT TO OUR AGENCY.”

Dale Gick, PE
Director, Division of Engineering
Indiana Department of Natural Resources

Education

University of Michigan - Bachelor of Science in Civil Engineering

*Work completed with other companies and agencies



JENELL FAIRMAN, PE, LEED AP BD+C

Senior Project Manager

As a licensed Professional Engineer and LEED Accredited Professional with over 20 years of experience in engineering design, project management and construction administration, Jenell leads projects with a focus on constructability, sustainability and clear communication between parties.

Jenell has extensive experience in Public Private Partnerships focused on civil and structural engineering of mixed use developments, plazas and parking structures, pedestrian bridges and public monuments.

Throughout her career, Jenell has been involved in Purdue University's Women in Engineering Program (WIEP), is a leader within IndyCREW (Commercial Real Estate Women), serves on the Junior Achievement JobSpark A/E/C Career Cluster, and is a recent graduate of the 2014-2015 Stanley K. Lacy Executive Leadership Series (Class XXXIX).

Registration

Professional Engineer - State of Indiana

LEED Accredited Professional, Building Design and Construction (BD+C)

National Council of Examiners for Engineering and Surveying Record

Project Types

Development: Carmel City Center
Irwin Union Bank Branches, Columbus, IN*
Brickell City Centre

Trail / Memorial: Indianapolis Cultural Trail
Indiana Law Enforcement and Firefighters Memorial

Professional Affiliations

U.S. Green Building Council, Indiana Chapter
National Society of Professional Engineers
American Society of Healthcare Engineers
Indianapolis Commercial Real Estate Women
Indiana Structural Engineers Association



“CORE PLANNING STRATEGIES HAS BEEN AN INVALUABLE RESOURCE TO OUR INSTITUTION. THEY ARE MORE THAN A CONSULTING FIRM; THEY ARE A VALUE-ADDED, COMMITTED PARTNER THAT HAS THE DEDICATION OF AN EMPLOYEE WITH A FRESH, EXTERNAL PERSPECTIVE. THEY DOCUMENTED AND STREAMLINED OUR PROCESSES WHILE SIMULTANEOUSLY PROVIDING OUTSTANDING PROJECT MANAGEMENT AND CUSTOMER SERVICE.”

Amanda Jackson
Managing Director of Operations
Physical Facilities Fiscal Affairs
Purdue University, West Lafayette, IN

Education

Purdue University - Bachelor of Science in Civil Engineering

*Completed while employed at McComas Engineering.



CARMEL REDEVELOPMENT COMMISSION MIDTOWN REDEVELOPMENT

- PROJECT MANAGER

Carmel, IN

THE CHALLENGE

Carmel’s Midtown area is a missing key connection between the City Center and the Arts & Design District which will ultimately create “a largely self-reliant urban environment.” The CRC has a very small staff to manage such a large endeavor that will create a gathering place for events or a rest stop for residents and visitors using the recreational Monon Trail. All told, the project will include as many as 270 flats/condominiums, more than 200,000 square feet of offices, and as much as 85,000 square feet of commercial and retail space. Construction will occur in phases over five years, beginning with a \$15 million civic plaza, 600 car parking structure, and office building in 2017.

HOW WE HELPED

Because of the exceptional performance the CRC received on past projects, they once again hired CORE Planning Strategies, this time in the expanded role of Project

Manager with Karen Valiquett at the lead. CORE’s services include driving the project development and execution of the overall development of Midtown, two garages, and a public civic plaza, managing the overall budget schedule, coordinating with adjacent projects, and facilitating the Design Build process.

“CORE Planning Strategies delivers services in a timely and accurate manner and provides valuable recommendations for CRC staff and committee members.”

Corrie Meyer, AICP, RLA

Director

Carmel Redevelopment Commission, Carmel, IN

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INDIANAPOLIS PUBLIC SCHOOLS (IPS)

- PROJECT MANAGER + STAKEHOLDER ENGAGEMENT

Indianapolis, IN

THE CHALLENGE

As central Indiana’s largest school district, IPS is tasked with managing multiple sites with varying facility needs, and the organization has struggled with a lack of a long range facility plan.

HOW WE HELPED

CORE Owner/Project Leader Deb Kunce has been a trusted advisor for IPS for more than 16 years. With her leadership, CORE developed and currently manages the district’s long range facility plan and manages on-going facility projects involving infrastructure, renovations, traffic flow, security, and relocations at over 45 sites.

Projects have included overseeing multiple construction projects, coordination with numerous external organizations, and providing expertise in facility planning. CORE also worked with the city’s Homeland Security department to coordinate the ability to monitor security cameras throughout district facilities.

Deb’s work started while managing the district’s \$695M capital improvements program at Schmidt Associates, Inc. Additionally, she also serves as a liaison to community groups, representing IPS in neighborhood and city meetings. This valued, long-term partnership has led to the improvement of 45 schools and, consequently, neighborhoods, in Indianapolis.

“CORE IS A KEY FIRM FOR IPS, AND THEIR KNOWLEDGE OF THE DISTRICT AND ITS FACILITIES IS INVALUABLE. THEY PROVIDE ALL ASPECTS OF PROJECT PLANNING AND EXECUTION WITH GREAT RESULTS FOR US.”

Scott Martin
Deputy Superintendent of Operations
Indianapolis Public Schools, Indianapolis, IN

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Email: martinsc@myips.org



Photos courtesy of Pedcor Design Group

CARMEL REDEVELOPMENT COMMISSION PARKING GARAGE

- DESIGN-BUILD ADVISOR

Carmel, IN

THE CHALLENGE

In working through the process of developing a new \$10 million parking garage, the Carmel Redevelopment Commission (CRC) realized that without previous experience and a new executive director who had never been through the design-build process, outside technical representation would be imperative.

HOW WE HELPED

Because Jenell Fairman had managed two previous parking garages in Carmel and Deb Kunce has experience with the design-build process, the CRC hired CORE to provide technical expertise on the project. CORE's services included providing advice on the design-build process, structural criteria development, and observing the construction process to ensure compliance with project requirements.

"THE CARMEL REDEVELOPMENT COMMISSION CONSIDERS CORE PLANNING STRATEGIES A TRUSTED AND EXPERT TEAM OF PROFESSIONALS. THEIR WORK AS A DESIGN-BUILD ADVISOR AND STRUCTURAL ENGINEERING CONSULTANT."

Corrie Meyer, AICP, RLA
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**KEEP INDIANAPOLIS BEAUTIFUL
- STRATEGIC FACILITY PLANNING**

Indianapolis, IN

THE CHALLENGE

Keep Indianapolis Beautiful (KIB) is a private, not-for-profit organization that seeks to engage diverse communities to create vibrant public places, helping people and nature thrive. It supports an average of 500 community improvement projects with more than 30,000 volunteers.

As a growing organization, the staff wanted to ensure they were using their space strategically and could accommodate future growth.

HOW WE HELPED

KIB engaged CORE Planning Strategies to perform strategic facility planning on their existing space. The CORE team took an inventory of KIB’s current layout and how each space was being used. They put a particular emphasis on collaborating with the KIB staff to get their input and draw out ideas to ensure that the organization’s mission of greenspace development, beautification and education was always front and center.

They identified which of their current spaces could remain the same and which spaces had opportunities for growth, thus allowing KIB to increase its staff without an office expansion.

Throughout the project, CORE remained diligent on seeking internal input and keeping in line with the organization’s strategic plan.

“CORE EXPERTLY DEVELOPED A FACILITY EXPANSION PLAN, WORKED WITHIN THE CONFINES OF OUR BUILDING, AND MAXIMIZED EFFICIENCIES BY REORGANIZING WORK GROUPS.”

Jenny Skehan
Vice President of Finance and Administration
Keep Indianapolis Beautiful, Inc.
Indianapolis, IN
Work: (317) 264-7555 x 103
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Email: jskehan@kibi.org



PROJECT APPROACH

This redevelopment area forms an important connection for the Columbus People Trail along the river and other trails in the area. Just as importantly, the private redevelopment of the Pump House into an Upland Brewery is an exciting future primary activity zone. Other improvements at the low head dam area to improve water quality and increase recreational opportunities as well as the clean-up of the former City landfill along the south side of the river will also be key infrastructure investments for economic catalysts in the area.

But before these grand visions can even begin to form on paper, a whole host of local, state, federal, and transportation (railroad) agencies will need to be invited to the table to help define a road map for success. Your team needs a project manager skilled in orchestrating not just local agencies but also agencies from the State of Indiana and beyond.

In addition to engaging these and other local agencies, like city agencies, the Parks Foundation, the Pump House owner and design team, our project manager will collaboratively and holistically approach this project and these stakeholders to ensure both strategic and tactical considerations. We bring an early focus on defining project requirements, key stakeholders, and key decision-making with a critical path schedule to outline decision points.

Our team is also not afraid to ask the “hard questions” because we realize that “bad news never gets better”. What we mean is that if there is a potential challenge with this redevelopment, we want to find it early. We want to know early, when there are still many options left on the table for potential solutions. Our team will not only bring possible solutions but will also assess the risk associated with those options.

Maybe most importantly, we will be active in engaging community stakeholders. We understand stakeholders will come in all shapes and sizes and may need to be approached in different manners. We’re prepared to take a customized approach to ensure effective stakeholder engagement.



OTHER KEY AGENCIES TO ENGAGE:

- IN Department of Natural Resources (DNR)
- IN DNR, Division of Water, Dams & Floodway Management
- IN DNR, Historic Preservation & Archaeology
- IN Department of Transportation
- IN Department of Environmental Management
- United States Army Corps of Engineers
- Railroad (L&I)
- Utilities



PROJECT APPROACH



The following outlines our proposed project management work plan / approach:

1. Project Definition

- 1.1. Define the project requirements and limitations
- 1.2. Define project scope
- 1.3. Develop project schedule with key milestones and decision points
- 1.4. Define maintenance responsibilities and work with city to define costs
- 1.5. Continual review of consistency with strategic objectives including synergies and savings

2. Contract Management

- 2.1. Work with Redevelopment Commission legal counsel regarding contract review and negotiation
- 2.2. Develop scope of work for each contract
- 2.3. Enforce contractual requirements
- 2.4. Review and recommend invoice processing
- 2.5. Monitor financial performance against established budgets and metrics

3. Permitting & Agency Coordination

- 3.1. Identify permitting matrix and timeline for decision-making
- 3.2. Develop lines of communications for coordination during design and construction
- 3.3. Define project requirements and limitations
- 3.4. Coordinate between governmental agencies (federal, state, and local) to obtain necessary permits

4. Communications

- 4.1. Report to Director of Redevelopment
- 4.2. Participate in Riverfront Project Committee meetings
- 4.3. Lead public outreach meetings
- 4.4. Grant funding strategy and writing, if necessary
- 4.5. Identify communications platform and tools
- 4.6. Coordinate and communicate with community partners

5. Design Phase

- 5.1. Facilitate selection of Professional Services required for Design Phase including but not limited to Landscape Architect, Civil Engineer, Land Surveyor, Geotechnical, etc
 - 5.1.1. Potential designers will provide conceptual design options for consideration by the Committee
- 5.2. Drive the project's development and manage the overall schedule and budget
- 5.3. Manage all aspects of the design development and construction documents phases to ensure it is completed in accordance with its requirements
- 5.4. Provide a technical review of the final design deliverable documents for each phase
- 5.5. Provide value engineering assessments of design drawings

6. Bidding Phase

- 6.1. Develop bid schedule
- 6.2. Ensure design documents are ready for release per bid schedule and ensure legal advertisement is developed and issued.
- 6.3. Host contractor pre-bid meeting
- 6.4. Review received bids and make recommendations

7. Construction Phase

- 7.1. Host pre-construction meeting
- 7.2. Represent Owner in all construction meeting and review site conditions daily or as required by the project status
- 7.3. Participate in punch list walkthrough to identify construction items which may be unfinished, outstanding, incomplete or need correction.
- 7.4. Complete project close-out including but not limited to as-built drawings, final pay apps, retainage release, etc.

COMPENSATION



Deb Kunce, FAIA, LEED AP Owner Project Leader	\$145
Jenell Fairman, PE, LEED AP BD+C Senior Project Manager	\$132
Karen Valiquett, PE Project Manager	\$125
Jack Metcalf Construction Project Coordinator	\$120
Susan Drattlo Executive Assistant	\$75

“DEB WAS THE LEAD PROGRAM MANAGER FOR ALL 3 PHASES OF THE \$695 MILLION FACILITIES IMPROVEMENT PLAN. HER INITIATIVE AND EXPERTISE WERE INSTRUMENTAL IN THE DEVELOPMENT OF A MASTER PLAN TO EVALUATE, ANALYZE AND COORDINATE THE SYSTEMATIC RENOVATION AND REPLACEMENT OF AGING BUILDINGS. DEB WORKED WITH ALL THE STAKEHOLDERS IN THE PROCESS – THE BOARD, ADMINISTRATORS, TEACHERS, STUDENTS, PARENTS, BUSINESSES, COMMUNITY GROUPS, AND THE ORDINARY CITIZENS – THROUGH THE IPS DISTRICT. HER EFFORTS RESULTED IN DISTRICT TAXPAYERS OVERWHELMING APPROVAL OF BOND ISSUES IN ALL 3 PHASES OF THE PROGRAM.”

Steve Young
Former Chief of Facilities
Indianapolis Public Schools, Indianapolis, IN

REFERENCES



Corrie Meyer, AICP, RLA
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Scott Martin
Deputy Superintendent of Operations
Indianapolis Public Schools
Indianapolis, IN
Work: 317-226-4477
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Email: martinsc@myips.org
(Former Director of Operations for
Bartholomew Consolidated School
Corporation 1999-2007)

Dale Gick, PE
Director, Division of Engineering
Indiana Department of Natural Resources
Indianapolis, IN
(Reference for Karen Valiquett)
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“CORE HAS BEEN A VALUABLE PARTNER AND LED THE EFFORT TO DEEPLY UNDERSTAND OUR NEEDS, THEN BROUGHT THEIR EXPERTISE TO CREATE A VISION THAT ALIGNED WITH ALL WE HOPED TO ACCOMPLISH IN OUR FACILITIES - THEN WERE ABLE TO CHANGE GEARS TO HELP US DELIVER ON THAT VISION THROUGH WELL-DESIGNED STRATEGIC EXECUTION!”

Gina Miller
Senior Vice President of Operations and Chief Financial Officer
United Way of Central Indiana, Indianapolis, IN

What We Value

Open, Candid Conversation

Professionalism

Transparent Relationships

Integrity & Accountability

Clarity & Decisiveness

Progressive Thinking