A decorative graphic consisting of several parallel, slanted dashed lines in a light red color, arranged in a cluster that tapers towards the top left.

Village of Orland Park
RFP #26-017
Performing Arts Center
Feasibility Study

April 2026

April 2, 2026

Village of Orland Park
14700 South Ravinia Avenue
Orland Park, Illinois 60462



To the Village of Orland Park Selection Committee,

It is our pleasure to submit a proposal to assist the Village of Orland Park in a feasibility study to determine the opportunity for implementing a new performing arts center. We acknowledge Q&A documents 1 and 2. We understand that the Village would like to provide an amenity to serve as a central home for local arts programs, foster creative collaboration, facilitate social cohesion, and enhance cultural and economic development.

We also understand that this study is being done concurrently with a Strategic Operating Plan for Centennial Park West. While we have responded to both proposals, we would suggest aligning several key components of these initiatives to streamline key tasks, maximize time, reduce costs, and avoid repetitive work. Areas of alignment could include project initiation, workshops and decision-making moments, and stakeholder engagement tasks. We believe that by using a combined team and Steering Committee for both projects, we could likely reduce our team fees by \$35,000-\$40,000 total in the aggregate for the two studies.

To conform to budget and timeline parameters, we have modified the way in which the three scenarios would be illustrated. These would be presented as order of magnitude, based on comparable data. Our team would work with a project Steering Committee to develop a preferred scenario upon which the tasks in Phases 4-6 would be based, and we include alternate pricing to study two or three scenarios in the latter phases of work.

AMS is uniquely qualified to assist you in this exploration. Our firm has 37 years of experience solely dedicated to the planning, development and operation of performing arts and cultural venues and their role as community arts anchors. We have assembled a local, Chicago-based team including Eckenhoff Saunders Architects (ESA), Schuler Shook, and Threshold Acoustics, all with extensive experience in the suburban Chicago market and highly regarded with deep knowledge of the form, function, and complexities associated with the design and implementation of performing arts centers and live entertainment venues. Our colleagues at Venue Cost Consulting specialize in arts and cultural facilities, globally and we have worked together for more than 20 years.



ESA and Schuler Shook recently partnered with Northlight Theatre to design the organization's new home in Evanston. AMS is currently serving as Owner's Counsel for the project, supporting Northlight leadership through construction, institutional planning and implementation, and operational readiness. The project is due to open in September.

Our work with Venue in Illinois, together with Threshold Acoustics, includes planning and implementation for Writers Theatre in Glencoe, an organization for which I served as Managing Director for more than 14 years, prior to and throughout the initial stages of planning, and through 4 years post opening.

In addition to our work with Writers Theatre and Northlight Theatre, current and recent work in Chicago includes pre-opening planning for TimeLine Theatre, which had their grand opening on March 21, and conducting a feasibility study for a community-oriented arts and business center in the Village of Mundelein.

AMS's knowledge base ranges from informal and experimental spaces to highly visible civic endeavors; from long-tenured institutions to emerging enterprises. Our process results in venues that serve as anchor arts institutions, activating community, maximizing the breadth of arts and cultural offerings, and cultivating local and regional arts and cultural participation and support. Key to this is guiding our clients to defining success before any facility or programmatic decisions are made. Once success is defined, we support our clients in the creation of a set of guiding principles, to which every subsequent recommendation can be traced back.

We look forward to answering any questions you may have about our approach and are open to making any necessary modifications to ensure our process, scope, and fee align with your desired outcomes and available resources. We would be honored to support you in this exciting initiative to enhance arts and culture in Orland Park.

Sincerely Yours,

AMS Planning & Research Corp.

Jon Faris, Managing Principal

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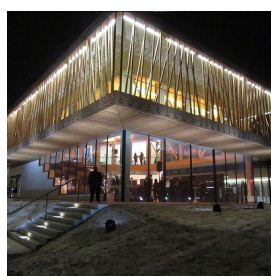
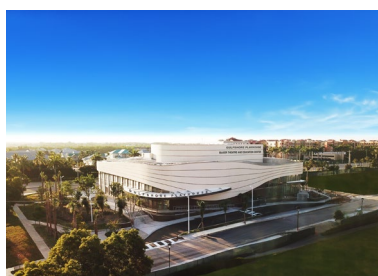
About AMS

AMS was founded in 1988 with a deep commitment to the role of the arts in our communities. Our firm, headquartered in Fairfield, Connecticut, was established as an S-Corp in 1991 and is owned by Managing Principal Jon Faris, and Principal Bill Blake. Our Founding Principal Steven Wolff serves as our Board Chair.

Each year, we measure and analyze the operations of hundreds of arts organizations, facilities, and cultural complexes across North America and are deeply involved in innovative change to help producers, presenters, artists, and service organizations succeed in these complex times. We develop and apply sophisticated consumer and audience research methodologies to assess market behavior and preferences. During and after the pandemic lockdown we monitored audience attitudes by surveying more than 330,000 ticket buyers. We track long-term industry and societal trends to understand the future environment in which our clients will operate from long-established programming to newer opportunities including immersive entertainment.

Over the course of our 37-year history, AMS has served over 1,300 clients and has gained particular recognition for our work on important facilities planning projects. Our team has participated in the successful development of \$16 billion in capital facilities for the arts, ranging from small projects to those costing hundreds of millions of dollars. We have guided feasibility studies, project development efforts, and provided implementation planning on arts and cultural projects of every type and every scale.

Our notion of moving organizations beyond “sustainable” to “vital” enterprises is built on fundamental changes in how success is defined for arts and culture, how arts enterprises engage with their communities and their partners, and how a next-generation business model might work.





Our Subconsultants

\ ECKENHOFF SAUNDERS

One Prudential Plaza
130 East Randolph, Suite 1850
Chicago, Illinois 60601
P: (312) 786 1204

Founded in 1983, Eckenhoff Saunders is a Chicago-based architecture and interior design firm located at 130 East Randolph Street, Suite 1850. Our team of 43 architects, interior designers, and support staff delivers a comprehensive range of services, including architecture, sustainable design, space planning, master planning, programming, interior design, facility and site assessments, LEED certification, building information modeling, and feasibility studies. We serve a diverse portfolio of markets, including cultural, nonprofit, healthcare, workplace, commercial, multi-family, higher education, industrial, and hospitality sectors.



363 West Erie, Suite 400
Chicago, IL 60654
P: (312) 944-8230

Valued internationally as creative and insightful design partners, Schuler Shook consistently creates exceptional design solutions in theatre planning, audio video design, and architectural lighting design.

We design for today and for the future. With over 40 years of experience, we are fully engaged in understanding and elevating the project vision.

Great projects are the result of great teams – teams of users, planners, designers, engineers, builders. When all of the team members are listening and engaged, innovative ideas can become practical reality.

We gladly step up to address project challenges with an innovative spirit that is grounded in practical experience.

Client partners appreciate our process, built on a genuine openness and curiosity about every project and each stakeholder. We believe in happy clients and spaces that make a difference.



THEATRE PLANNING

Schuler Shook brings decades of expertise in the planning and design of performance and presentation spaces. Our approach integrates the creative, technical, and operational needs of a venue into a cohesive design that supports both daily programming and special events. We carefully consider stage and audience relationships, room geometry, and technical infrastructure to create environments that are welcoming, flexible, and artistically effective.

Our theatre planners draw on backgrounds in production, technical direction, lighting, and audio design to translate artistic goals into practical design and construction documentation. Whether we're modernizing aging venues or designing from the ground up, we focus on improving functionality, accessibility, and user experience while respecting architectural context. Our solutions support evolving technology and expand the capacity of performance spaces to serve a broader public mission.

LIGHTING DESIGN

At Schuler Shook, we view lighting as an integral part of architecture; it is essential to shaping experience, supporting function, and honoring design intent. We provide thoughtful, sustainable lighting solutions that enhance both new and historic spaces, always prioritizing long-term performance, energy efficiency, and ease of maintenance.

Our process includes detailed fixture layouts, lighting calculations, control system design, and integration with architectural finishes. We explore both electric and daylighting strategies and often perform mock-ups or renderings to communicate our ideas. Our experience includes theatres, lobbies, museums, presentation spaces, and exterior landscapes, and our design process consistently balances beauty with practicality. We excel at creating environments that feel intuitive and inspiring for users and visitors alike.

AUDIO VIDEO CONSULTING

Schuler Shook designs audio and video systems that integrate seamlessly into architectural spaces and support a wide variety of programming needs, whether daily presentations or large public events. Our work balances the technical complexity of AV systems with user-friendly operation and aesthetic discretion.

We provide planning and design for public address, projection and display, livestreaming, hearing augmentation, digital signage, and control systems. Our team is experienced in outfitting multi-use venues where flexibility, clarity, and automation are key. We work closely with architects and engineers to ensure systems are coordinated with the building infrastructure, and we develop documentation that is clear, coordinated, and ready for construction.



AV Equipment Design Services

- Video Recording, Broadcast, and Livestreaming
- Hearing Augmentation
- Production and Public Address Sound Systems
- Sound and Paging Systems
- Standard and Interactive Presentation Systems

- AV Displays, Projection and Projection Screens, Digital Signage, and Video Walls
- AV Infrastructure
- Immersive AV Systems
- Touch Screens, Tables and Walls
- Interactive Kiosks

Production Audio Services

- Production Sound Systems
- Recording Studios



threshold

Threshold Acoustics, LLC
The Board of Trade Building
141 West Jackson Boulevard, Suite 2080
Chicago, Illinois 60604
P: (312) 386-1400

Threshold designs places of gathering to learn, share wisdom, and pass along culture. We are a studio of Acoustic and Audio/Video design consultants who help our clients see what they want to hear. As design consultants, we provide tailored, artistic, and science-backed answers to the project's sound questions. Threshold is a studio of 35 people to support your project from our office in Chicago's Board of Trade. We also have employees in Houston, Atlanta, Raleigh, Cincinnati, Pittsburgh, and Kansas City. Our individual backgrounds in acoustics, music, mathematics, physics, engineering, and architecture help us collectively achieve excellence through an informed process of discovery and evaluation. Our work can be heard at the Lyric Opera, the Kirkwood Performing Arts Center, Cleveland Institute of Music Kulas Hall, Lawrenceville Arts Center, and the Kennedy Center for the Performing Arts.



P.O. Box 46774
Tampa, Florida 33647
Ph: (813) 478-1091

Not just a short-term estimating service but a long-term cost management partnership.

Venue is a professional cost consultancy firm specializing in estimating and cost control of performing and visual arts facilities, that's all we do, day in, day out. Our projects take us nationwide, with past or current projects in 39 States and 196 Cities. For over 20 years, Venue's Cost Consultants have been involved with many similar projects and it is this unique and specialist cost management experience we will bring to the table for this project. Colleagues in the cultural projects' world say our greatest asset lies in our ability to accurately predict the construction cost from the earliest available masterplan, program or concept design and then keep the project on budget through the design phases of the project. Our record in this regard of predicting the bid from the earliest estimate is exemplary.



1275 K St NW, Suite 1200
Washington, DC 20005
P: (202)371-2830

Our mission is to build recognition and support for the extraordinary and dynamic value of the arts and to lead, serve, and advance the diverse networks of organizations and individuals who cultivate the arts in America.

Connecting your best ideas and leaders from the arts, communities, and business, together we can work to ensure that every American has access to the transformative power of the arts.

The newly released Arts & Economic Prosperity 6 (AEP6) is an economic and social impact study of the nation's nonprofit arts and culture industry. Building on its 30-year legacy as the largest and most inclusive study of its kind, AEP6 provides detailed findings on 373 regions from across all 50 states and Puerto Rico—ranging in



population from 4,000 to 4 million—and representing rural, suburban, and large urban communities.

With its largest cohort ever, AEP6 uses a rigorous methodology to document the economic contributions of the arts and culture industry, demonstrating locally as well as nationally, that arts and culture is a critical economic driver of vibrant communities. The arts and culture industry supports jobs, generates government tax revenue, strengthens the visitor economy and community vibrancy, and helps to preserve authentic cultural experiences.

For the first time, AEP6 expands beyond the economic and financial data to learn about the nonprofit arts and culture sector's social impact on the overall well-being of communities and the importance of affirming spaces in BIPOC (Black, Indigenous, People of Color) and ALAANA (African, Latine, Asian, Arab, Native American) identifying communities.

By measuring the industry's wide-ranging impact, public and private sector leaders can work together to secure arts and culture funding and arts-friendly policies that shape more vibrant and equitable communities.



Project Understanding & Methodology

The Village of Orland Park has invested significant time and resources toward the development of a vibrant, pedestrian-friendly downtown, a vision taking shape through the Main Street Triangle development. Additionally, the establishment of Centennial Park West, completed in 2024, has been realized as a premier outdoor entertainment destination in the southwest Chicago suburbs. Against this backdrop of sustained cultural and economic investment, the Village is now asking if there is a market, a need, and a sustainable model for a dedicated indoor performing arts center. We understand that the Village would like a clear picture of options and implications — and a recommendation grounded in data, community voice, and financial reality.

Our process would be guided by the following questions, in alignment with existing conditions in Orland Park and the tasks as defined in the RFP.

- **What does the Orland Park market support?** What performing and visual arts activity currently exists in the southwest Chicago suburban region, and where are the needs and gaps that a new facility could address?
- **What does the community envision?** How do residents, artists, arts organizations, businesses, and civic partners define success for a new cultural asset? What programming priorities, facility types, and scale reflect the community's values and aspirations?
- **What facility model is the right size for Orland Park?** Which of the three defined program scenarios would best balance earned revenue potential, capital investment, operating subsidy, and long-term community benefit?
- **Where should it be built?** Which Village-owned or privately held sites offer the strongest combination of access, visibility, infrastructure, and compatibility with the downtown development vision and existing cultural assets?
- **How would it be sustained?** What governance structure, operating model, staffing plan, and funding strategy, including municipal, philanthropic, state, and federal sources, would position the facility for lasting vitality?
- **What is the recommended path forward?** Given all findings, what clear, phased, and actionable decision framework should the Village Board adopt?

Phase 1 – Market Demand

1. Background Review

AMS would review background documentation including but not limited to relevant components of the Village of Orland Park's strategic and economic development plans, the Downtown Orland Park Master Development Plan and TIF District documentation, the Lamar Johnson Collaborative and Edwards Realty conceptual master plans,



Centennial Park West venue programming history, and available data from Orland Park Area Chamber of Commerce.

2. Project Initiation

An in-person kickoff meeting with the consultant team (including AMS, ESA, Schuler Shook) and client Steering Committee would formally launch the study. In this meeting, we would confirm project goals, the work plan, and timeline. We would present initial findings from the background review. We would also discuss potential user and community survey distribution strategy and gather the local context and sensitivities that would further shape our market assessment and public engagement design.

3. Key Stakeholder Interviews

AMS would conduct a series of up to 8 in-person or virtual stakeholder interviews, individually and in small groups, to understand project context, gauge the level of support and partnership interest, and collect insight into success for the project. Interviewees would be identified in partnership with the project Steering Committee and may include Village Board members and senior staff, Downtown Orland Park development partners (Edwards Realty, Lamar Johnson Collaborative), local arts and cultural organizations, K-12 and higher education leaders, Orland Park Area Chamber of Commerce representatives, hospitality and retail business owners, faith community leaders, and anchor civic organizations.

4. Supply & Demand Analysis

360° Market Assessment

AMS would undertake a 360° evaluation where economic, social, political, and population data would be gathered and synthesized to illustrate the total environment in Orland Park and its surrounding region. The research would document the current and potential audiences and visitors, supporters, and beneficiaries and highlight possible gaps and opportunities with the arts and culture landscape.

Competitive Venue & Programming Inventory

AMS would lead a structured scan of performing arts and cultural facilities, venues, and programs operating in the greater southwest Chicago suburban market, including competitive venues in Orland Park, Tinley Park, Mokena, Frankfort, Joliet, and the broader Chicago Southland region. For each facility, we would document scope and scale, seating capacity, programming mix, utilization rates, pricing structures, operating and governance models, and market positioning.

Facility Needs Assessment – Survey & Interviews

AMS would develop a short, online survey to be distributed to prospective facility users (including performing arts groups, visual artists, educators, and community organizations). The survey would quantify projected use, assess specific space requirements and technical needs, explore partnership and residency interest, and gauge pricing sensitivity for rentals and programming fees. The resulting analysis would identify specific unmet needs and opportunities for performance, rehearsal, studio,



gallery, maker, and education space in the Orland Park area. It would assess demand for both large and small-format venues, flexible black box configurations, and hybrid indoor/outdoor programming models, with particular attention to how a new facility could complement the existing Centennial Park West outdoor venue. Survey respondents who indicate both high interest and a significant level of potential utilization would be interviewed to develop deeper understanding of their interest, needs and explore opportunities, roles, and partnership potential.

5. Exemplars

AMS would identify and briefly profile up to 4 comparable venues in peer communities that align with the identified program scenarios. The purpose of this task is not an exhaustive case study analysis, but rather a focused examination of relevant precedents to inform scale, programming mix, governance approaches, and funding strategies. Lessons learned from these exemplars would directly inform community engagement and future decision-making framework for the three proposed scenarios:

- **Scenario A**, a Performing Arts–Focused Center of approximately 35,000–55,000 SF emphasizing ticketed performances with limited ancillary spaces;
- **Scenario B**, a Multidisciplinary Arts Hub of approximately 60,000–90,000 SF integrating performing arts, visual arts, education, maker spaces, and exhibitions with a strong daily utilization and partnership model, and;
- **Scenario C**, a Hybrid Arts Model pairing a smaller-scale indoor Performing Arts Center of approximately 20,000–30,000 SF with the existing Centennial Park West outdoor venue, evaluated as a coordinated operational and programmatic system.

Where data supports it, the team would also develop a consultant-proposed hybrid or phased option combining elements of the above.

Deliverable: *Phase 1 Summary Report: Market Demand and Comparable Venue Analysis*

Phase 2 – Community Need & Engagement

1. Community Survey

AMS would design and manage an online community survey distributed to Orland Park residents and arts participants. In coordination with the Steering Committee, distribution would leverage Village communication channels, social media, community email lists, and partner organization networks to maximize response rates and demographic representativeness. The survey would assess current participation in arts and cultural activities, awareness of and satisfaction with existing venues and programming, demand for new facility types and programming, pricing sensitivity, accessibility needs, and drivers of and barriers to attendance.



2. Public Workshop

AMS would design and facilitate a public workshop, in collaboration with ESA and Schuler Shook. This workshop would be structured to share preliminary findings, present exemplars as illustrative facility concepts, and invite direct input on programming priorities, preferred facility scale, location preferences, and community values.

3. Visioning/Defining Success Workshop

The phase would conclude with an in-person workshop with the project Steering Committee wherein AMS would synthesize data collected in Phase 1 and community input from Phase 2 and support the Steering Committee in refining the vision for the facility and establishing a 'definition of success' for the project. The workshop would address the identified scenarios (A, B, C, and/or Hybrid) and articulate the areas of opportunity and challenges for each.

Deliverable: Phase 2 Summary Report: Engagement Activities Findings and Key Themes; Survey Results and Response Metrics

Phase 3 – Facility Program Development & Scenarios

Building upon the outcomes of the Visioning/Defining Success Workshop, the consultant team would further evaluate the identified scenarios in the previous task and support the project Steering Committee in selecting a preferred scenario for detailed modeling.

1. Activity Profile

AMS would develop an activity profile for a base year of operations. The projected activity profile would estimate the annual mix of programming types, event frequencies, utilization levels, and partnerships, and form the basis for subsequent space programming, financial modeling, and economic impact analysis.

2. Space Program Scenarios

AMS together with the ESA, Schuler Shook, and Threshold Acoustics would explore a series of building program scenarios. ESA would analyze and recommend appropriate size, quantity, and configuration of spaces, and would provide graphic, diagrammatic representations, scaled block diagrams or similar, to support side-by-side scenario comparisons. Schuler Shook would provide technical input on stage configuration, fly systems, rigging, and performer support spaces. Threshold Acoustics would assess acoustic performance requirements and their space implications. Space ranges would be right-sized by scenario.

3. Scenario Workshop

AMS, supported by ESA, Schuler Shook, and Threshold Acoustics, would present the series of scenarios to the project Steering Committee for review and evaluation. A preferred scenario would be identified and inform the basis for continued planning.



Side-by-Side Scenario Comparison

The consultant team would prepare an order-of-magnitude comparison of all scenarios across the following dimensions: utilization and programming potential, community benefit, governance complexity, capital cost, fundraising feasibility, risk profile, and implementation timeline.

Risks, Trade-Offs & Benefits

For each scenario, the consultant team would identify the principal risks, key trade-offs, and potential benefits.

Recommended Path Forward

Based on the data presented, the consultant team would provide a recommended path forward or a structured decision framework that enables the Steering Committee to make an informed choice aligned with its values, fiscal capacity, and community priorities. At this stage, different than the RFP, we recommend that we focus on detailing a preferred scenario as it relates to order-of-magnitude capital cost, site identification and evaluation, annual operating pro forma, and economic / community impact. If the Steering Committee concludes that more than one scenario should be detailed in Phases 4-6, the consultant team would be ready to complete such analysis. Additional cost per scenario is included in the fee estimate as optional.

4. Capital Cost Estimates

Venue Cost Consulting would develop order-of-magnitude capital cost mode for the preferred chosen scenario and provide a comparative cost assessment for the remaining two scenarios based on program scale and key cost drivers. These would be informed by current Midwest construction market conditions and recent comparable projects.

Deliverable: Phase 3 Summary Report: Facility Program and Side-by-Side Comparison of Program Scenarios

Phase 4 – Site Identification & Evaluation

We recognize that site selection is among the most consequential decisions in this process. ESA would lead site documentation and evaluation with direct support from Schuler Shook and Threshold Acoustics. AMS would oversee evaluation strategy and integrate site findings with the preferred scenario and economic development framework. Our evaluation would assess both objective criteria and strategic considerations, including alignment with the Downtown Orland Park vision and compatibility with Centennial Park West.

1. Site Screening & Shortlisting

In coordination with Village staff, the AMS team would identify and screen all candidate sites including Village-owned parcels, privately held sites, and adaptive reuse



candidates such as the former Sears location at Orland Square Mall. We would develop a screening matrix to shortlist the most viable candidates for in-depth evaluation.

2. Site Visits & Documentation

ESA would conduct in-person site visits to all shortlisted locations, reviewing existing conditions, documenting physical constraints and opportunities, and developing base maps and comparative diagrams. Schuler Shook would assess each site's suitability for back-of-house operations, loading, and stage/house relationships; Threshold Acoustics would evaluate ambient noise conditions and acoustic isolation requirements. For adaptive reuse candidates, ESA would assess existing square footage relative to the preferred scenario.

3. Site Evaluation Matrix

For each shortlisted site, the team would evaluate infrastructure readiness, parking supply and demand, vehicular and pedestrian access, visibility and wayfinding, loading dock and back-of-house separation from public areas, potential for phased development, and compatibility with adjacent land uses and the downtown development framework.

4. Adaptive Reuse vs. New Construction Assessment

ESA, in collaboration with Venue Cost Consulting, would evaluate the relative merits and risks of adaptive reuse versus ground-up new construction for each candidate site, including construction cost differentials, timeline implications, and programmatic fit.

5. Integration with Centennial Park West

For sites evaluated adjacent to Centennial Park West, ESA, and Schuler Shook would specifically assess proximity to and operational integration potential with the existing Centennial Park West outdoor venue, including shared parking, shared operations staffing, wayfinding, and programming coordination.

Deliverable: Phase 4 Summary Report: Site Evaluation Matrix and Recommended Options

Phase 5 – Financial Feasibility, Partnerships & Governance

1. Governance & Management Models

AMS would evaluate a range of governance and management structures appropriate to the preferred scenario, including direct municipal operation, not-for-profit 501(c)(3) management organization, public/private management agreement, and hybrid models, assessing the capacity, risk profile, and long-term implications of each.

2. Annual Operating Budgets & Staffing

AMS would develop detailed annual operating budget projections for the preferred scenario, including all earned revenue streams (ticket sales, facility rentals, program fees, concessions, and leases) and all operating expenses (staffing, utilities, marketing, maintenance, production, and administration). AMS would advise on realistic audience revenue assumptions, marketing expenditures, and earned income potential based on



comparable suburban Chicago market experience. We would develop a staffing plan and operating model (if relevant, this could include integrated staffing models for Scenario C's indoor/outdoor system).

3. Ten-Year Financial Projections & Subsidy Analysis

AMS would prepare a ten-year financial projection for the preferred scenario, incorporating a ramp-up period, normalized year of operations, and sensitivity analysis illustrating how subsidy requirements change under varying levels of utilization, earned revenue, and contributed income. These projections would make the realistic range of annual subsidy requirements transparent to Village leadership.

4. Partnership Opportunities

AMS would identify and evaluate specific partnership opportunities that could enhance utilization, reduce operating costs, or generate contributed revenue. This could include educational institutions, not-for-profit arts organizations, cultural and community organizations, and public/private partnerships aligned with the downtown development framework.

5. Funding & Grant Alignment

AMS would assess the alignment of the preferred scenario with municipal funding mechanisms, philanthropic and foundation support, Illinois Arts Council and other state arts grants, NEA and federal cultural funding programs, arts education, workforce development, and community development funding streams. We would identify the most viable funding mix for the preferred scenario and estimate realistic fundraising potential.

Phase 5A – Economic & Community Impact Analysis

To assist Village leadership in documenting the regional benefits of a potential new facility, AMS would partner with Americans for the Arts (AFTA) to calculate the direct and indirect economic benefits of facility operations. AMS and AFTA have undertaken similar efforts in multiple markets for more than 15 years using an input-output methodology based on the IMPLAN platform. To estimate audience spending, including tickets, dining, lodging, transportation, and childcare, we would access data collected by AFTA as part of the nationwide Arts & Economic Prosperity VI (AEP VI) survey, which inventories event-related spending from both local and non-local audiences. As Orland Park falls primarily within Cook County, with a small portion extending into Will County, we would work with AFTA to define an appropriate county-level geographic framework that accurately reflects the Village's market context.

Drawing on AEP VI spending data, AFTA's input-output modeling, and the pro forma operating model, AMS would estimate direct, indirect, and induced economic impacts for the preferred scenario, including full-time equivalent jobs created, household income supported, and sales and municipal tax revenue implications. We would also assess the facility's potential contribution to downtown commercial activity and



broader community benefits including cultural vitality, educational access, and quality-of-life enhancement.

Deliverable: *Phase 5 Summary: Financial Model, Funding Analysis, Economic Impact and Governance Options*

Phase 6 – Recommendation & Vision Report

1. Project Concept & Vision Report

AMS and the consultant team would develop a narrative and visual project description. The vision report would include the detailed building program, conceptual floor plans, 3-D models for the concept, and order-of-magnitude capital cost estimate for the preferred scenario, as well as the detailed side-by-side comparison of all considered scenarios. These elements, together with the recommendations from each phase of the study, form the basis for this final report.

2. Public Presentation to Village Board

AMS, joined by the consultant team, as appropriate, would present the final study findings and recommendations to the Village Board and staff. The presentation would be supported by an executive summary designed for elected officials and the comprehensive final vision report with all supporting appendices.

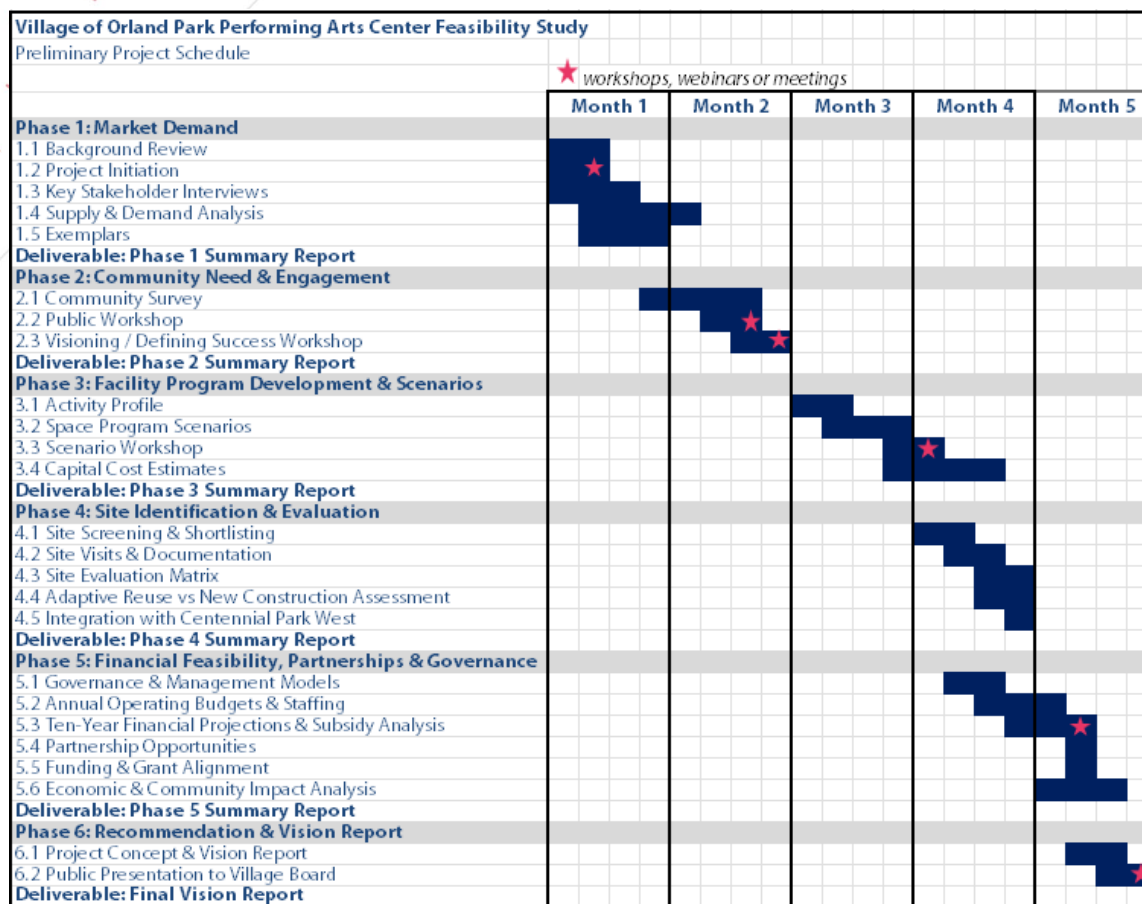
Deliverable: *Phase 6 Final Report: Final Comprehensive Vision Report and Presentation to Village Board*

All Final Deliverables would be provided prior to the Contract Expiration Date of December 31, 2026, unless otherwise extended by mutual written agreement of the parties.



Work Plan & Timeline

AMS proposes to complete the scope of work as outlined in this proposal over a 5-month period. The schedule is dependent upon the timely scheduling of key meetings and presentations and receipt of background and other materials from the client, and other project participants.



If the decision is made by the Steering Committee to study additional scenarios in Phases 4-6, the timeline would be extended based on a mutual agreement between AMS and the Village.



Community Engagement Approach

AMS considers a multi-faceted approach, comprising qualitative and quantitative methodologies, essential to garnering meaningful community input. At the heart of our methodology is the belief that a performing arts center will only achieve long-term vitality if it is built around the genuine needs, aspirations, and participation of the community it serves.

We begin by speaking with select community leaders and project stakeholders: individuals whose knowledge of Orland Park's unique cultural fabric and priorities can guide our inquiry from the outset and help us ask the right questions before we ask them of the broader public. These in-depth conversations establish context beyond what a survey would capture. Protecting the candor and confidentiality of these sessions is essential to the quality of insight we receive.

These foundational interviews conducted in Phase 1 are complemented by a community-wide survey in Phase 2, designed to probe residents' appetite for cultural offerings, arts participation habits, likelihood to attend programming at a new facility, and likelihood to use the facility for personal or organizational activities. Using the rich input synthesized from interviews and survey data, AMS would then design and facilitate a public workshop to illuminate key themes, surface emerging preferences and opportunities, and elicit feedback to further guide the proposed level, nature, and content of envisioned programming.

Phase 2 also includes an in-person Community Meeting visit to Orland Park. AMS would facilitate a public community meeting, presenting preliminary market findings and opening a structured dialogue with residents, arts community members, and civic stakeholders to obtain feedback. Findings would be synthesized and reported back to the broader project team and Steering Committee.

Active Thinking

Our approach to 'active thinking' exercises

Throughout our process, we would look for opportunities to engage the project leadership group in 'active thinking' exercises or 'games', which AMS defines as **analog, tactile games to explore ideas, engage teams, and build agreement.**

AMS uses active thinking games to facilitate these outcomes in onsite and virtual workshops. Every game is tailored to the client and the decisions(s) being considered. That said, there are decision types that often benefit from an Active Thinking Game. Common decision types might include prioritization, resource allocation, determining preferred scenarios, and brainstorming, among others. Facilitators might use literal



gameboards, cards, poker chips, post-it notes, or other aids to support participants in moving out of discussion and into action.





Project Team & Roles

Jon Faris, *Managing Principal, AMS*



Project Role: Jon would serve as Project Director and main point of contact for project leadership, guiding the project process and providing oversight to achieve project goals and objectives. Jon would be present at all site visits and key meetings.

Jon supports the operation of our firm as well as our clients undertaking facility development and strategic planning.

He was most recently the Head of Production Operations for Category41, an immersive and experiential entertainment studio that creates experience-driven entertainment at the intersection of digital and physical. Jon also served as Managing Director at Writers Theatre in Chicago, where, for nearly 15 years, he developed strategy and supported the marketing, fundraising, production, finance, facilities, education, and artistic departments. While at Writers Theatre, Jon led the design and construction of the company's \$34 million theatre center designed by renowned architect Jeanne Gang of Studio Gang Architects. Jon is based in Chicago.

Jon's selected projects at AMS include the following.

Women's Leadership Center, WI – November 2022-Present

Owner's Counsel

Northlight Theatre, Evanston, IL – January 2025-Present

Owner's Counsel

Norman Arts Council, Norman, OK – July 2025 – January 2026

Business strategy planning and introduction to owner's counsel

Timeline Theatre Company, Chicago, IL – June 2023-April 2024 and March 2025 – January 2026

Business strategy planning and introduction to owner's counsel

Opera Theatre of St. Louis, MO – May 2023-December 2023, December 2024-October 2025

Capital cost & operations planning

Village of Mundelein, IL – January 2024 – March 2025

Archer Arts & Business Center feasibility study

Culture House, New York, NY – April 2024 – March 2025

Business modeling and strategic advice for CHI's 2024 incubator of immersive projects

Columbus Symphony Orchestra, OH – September 2022-August 2024

New hall feasibility & planning



City of Dothan, Dothan, AL - August 2022 – November 2023, August 2024-March 2025
*Arena, black box and Opera House market study and business plan in partnership with (JLL);
retainer for operational planning and local arts engagement*

Jacksonville Center for the Arts, IL - August 2023 – April 2024

Feasibility study

Gulfshore Playhouse in Naples, FL – October 2021 – December 2024

Owner's Counsel

Panama City, FL - March – September 2022

Facility feasibility study

Education

BS, Speech, Northwestern University

Nora Fleury, Senior Project Manager



Project Role: Nora would serve as Project Manager ensuring timely completion of tasks, coordinating communication and formatting project deliverables.

Nora joined AMS in April 2022. Since then, she has assisted over a dozen organizations and municipalities in strategic and business planning, and facility feasibility and development initiatives.

In Fall 2025, she co-produced the second edition of the *Immersive Immersive* convening, in partnership with Hub Montreal, Place des Arts, and PHI, to foster a distribution network for immersive art and entertainment.

Before joining AMS, Nora worked at the International Society for the Performing Arts (ISPA) – a global service organization for leaders in the performing arts with membership from over 50 countries. There she led ISPA's leadership development and artistic exchange programs, produced multi-day conferences, and stewarded funder partnerships. She has also held roles with the Pittsburgh Cultural Trust, Carnegie Mellon University, 92nd Street Y, Toronto's Luminato Festival, and Les Grands Ballets Canadiens de Montréal.

Nora's selected projects at AMS include the following.

Norman Arts Council, Norman, OK – July 2025 – January 2026

Business strategy planning and introduction to owner's counsel

The Center for Arts and Innovation, Boca Raton, FL- August 2023-April 2025

Business planning and implementation support

Byron Carlyle Cultural Center, Miami Beach, FL – August 2024-March 2025

Theater Redevelopment Feasibility Study



Miami Marine Stadium, Miami, FL – October 2022-February 2024

Business planning

Calgary Opera, Alberta, Canada – April – December 2022

Strategic planning

Second Stage, New York, NY – November 2022 – September 2023

Strategic planning

New York Theatre Workshop, New York, NY – September 2023-May 2024

Strategic planning

Houston Center for Musical Arts, Houston, TX – November 2022 – October 2023

Feasibility study

University of South Alabama, Mobile, AL – March 2022 – September 2023

Facility development planning study

Education

Master of Arts Management, Carnegie Mellon University; Bachelor of Arts in Political Science with minors in Management and Economics, McGill University

Yuwen Shen, Analyst



Project Role: Yuwen would be assigned to provide project support in the areas of collecting, collating, and analyzing project data.

Yuwen Shen joined AMS in October 2022, following her fellowship. Yuwen has a strong intersectional interest in community development with arts and cultural practices. As a Morningside Cultural China Scholar and a world citizen, Yuwen started her exploration of culture and arts for community development in different types of organizations. She worked as a full-time trainee in the UNESCO Office in Kathmandu in Nepal from 2017 to 2019 in both the culture and education units. She worked on developing, coordinating, and evaluating programs on cultural heritage digitalization, community heritage activities, indigenous cultural activities, and vocational training in community learning centers. She also researched comparative education policies and heritage protection. Yuwen has worked both in a university museum and a community museum. Her working experiences in public programs, educational activities, large-scale events, publicity, and community engagement have consolidated her understanding of how arts organizations could improve diversity, equity, accessibility, and inclusion. Since 2019, Yuwen has also worked as the community engagement officer at SEED Social Innovation, one of China's largest social innovation networks. She firmly believes that arts and culture could significantly bring positive social impacts to communities through social innovation.

Yuwen has supported the following AMS projects, among others:

Framework Cultural Placemaking – Wing Luke Museum

Business forecasting for possible facility expansion



New Jersey Economic Development Authority, Trenton, NJ – October 2024-Present
Reactivation study for Trenton's War Memorial

Sottile & Sottile Architects – Johnny Mercer Theatre, Savannah, GA – March 2025 –
January 2026

Business planning for a renovated Johnny Mercer Theatre

University of Virginia, Charlottesville – July 2024-June 2025; January – August 2025
*Feasibility Study; Capital Cost Review; Design support - Center for the Arts; Business plan -
Museums*

Loudoun County, VA – August – November 2024

Market and user needs analysis

Byron Carlyle Cultural Center, Miami Beach, FL – August 2024-March 2025

Theater Redevelopment Feasibility Study

Village of Mundelein, IL – January 2024 – March 2025

Archer Arts & Business Center feasibility study

Columbus Symphony Orchestra, OH – September 2022-August 2024

New hall feasibility & planning

Houston Center for Musical Arts, Houston, TX – November 2022 – October 2023

Adaptive reuse feasibility study

Redwood City, CA – August 2022-August 2023

Feasibility study for multi-disciplinary arts center

City of Gainesville, FL – December 2022 – February 2024

Cultural Center feasibility study

Jacksonville Center for the Arts, IL - August 2023 – April 2024

Feasibility study

Los Altos Stage Company, Los Altos, CA April 2022-January 2023

New theater feasibility study

Education

LLB, Zhejiang University

MA, Arts Management, Carnegie Mellon University

MA, Innovation and Organization of Culture and the Arts, University of Bologna



Our Subconsultant Team

Craig Smith, AIA, NCARB, Principal-In-Charge, Eckenhoff Saunders Architects



Project Role: Craig would serve as Principal in Charge responsible for oversight of architectural deliverables.

Craig Smith has over 40 years of experience leading the planning and design of higher education, cultural, and mixed-use projects. As Principal-in-Charge, he has overseen more than \$500 million in new and renovated facilities across the Chicago region, including extensive

work for Northwestern University, the University of Illinois system, and the College of DuPage.

Education

Master of Architecture, University of Illinois at Urbana-Champaign

Bachelor of Architectural Studies, University of Illinois at Urbana-Champaign

Registrations

Registered Architect: Illinois, Ohio, Wisconsin

NCARB Certified

Affiliations

American Institute of Architects; Society for College and University Planning

Selected Experience

Northlight Theatre, Evanston, IL

Principal-in-Charge for new 285 seat theater with rehearsal, education, and administrative spaces

University of Chicago BSD, Chicago, IL

*Principal-in-Charge for faculty office tower feasibility study and lab renovations
eta Creative Arts Foundation, Chicago, IL*

Principal-in-Charge for theater renovation and facility upgrades

Joliet Junior College, Joliet, IL

Principal-in-Charge for respiratory therapy simulation lab and support spaces

Northwestern University, Evanston, IL

Multiple projects including Ryan Field renovation and Cahn Auditorium

College of DuPage, Glen Ellyn, IL

Master planning and multiple campus facilities

Awards & Leadership

2018 Evie Award – Northlight Theatre; ABBY Award Grand Prize; City of Evanston Historic Preservation Award; Vice President, Northlight Theatre Board of Trustees



Allen Yoder, Architect, Project Manager, Eckenhoff Saunders Architects



Project Role: Allen would manage the process for architectural and physical planning, providing input into facility programming, site evaluation, cost review, and graphic/3D visualization services. He would serve as the project's day-to-day point of contact. Allen would be supported by additional Eckenhoff Saunders staff, as needed.

Allen Yoder is an architect with experience in higher education, healthcare, civic, and residential design. He brings a thoughtful, detail-oriented approach across all phases of design, from concept through construction administration.

Education

Master of Architecture, Miami University

Bachelor of Science in Architecture, Bowling Green State University

Registrations

Registered Architect: Maryland

Affiliations

American Institute of Architects; Society for College and University Planning

Selected Experience

University of Chicago BSD, Chicago, IL

Project Manager for faculty commons renovation and lab renovations; architect for feasibility study

UChicago Medicine, Orland Park, IL

18,000 SF medical office and clinical build-out

Boone County Courthouse, Belvidere, IL

Design architect for 24,000 SF addition

Heartland Alliance, Chicago, IL

28,000 SF renovation/addition for healthcare and community services

James M. Stockman Cancer Institute, Frederick, MD

62,000 SF cancer center

Various Residential Projects, Chicago/Evanston, IL

Custom homes, renovations, and adaptive reuse projects



Todd Hensley, FASTC, Director, Schuler Shook



Project Role: Todd would serve as theatre planning consultant, providing oversight of development of the building program, theatre design, operational needs, and facility requirements.

Since joining Schuler Shook in 1988, Todd Hensley has compiled an extensive theatre consulting portfolio of more than 400 projects. He has earned a reputation for his research, innovative design, rigorous attention to detail, and a genuinely collaborative approach to the creative process. Todd brings a 30-year background in theatrical production and facilities design to his consulting work. His continued involvement in professional theatre informs his work as a consultant and strengthens Schuler Shook's ongoing connection to the performing arts.

Education

AB – Morehead State University
MFA – University of Minnesota

Awards

USITT Merit Award Lookingglass Theatre
AIA Chicago Honor Award Lookingglass Theatre
USITT Merit Award Schauer Arts and Activities Center
USITT Honor Award Martin Theatre
USITT Merit Award Navy Pier, Skyline Stage

Organizations

American Society of Theatre Consultants, Fellow
United Scenic Artists of America
United States Institute for Theatre Technology
Society for College and University Planning
League of Historic American Theatres

Significant Projects

St. Louis Symphony, Powell Hall Renovation, St. Louis, MO
San Diego Symphony Orchestra, Rady Shell at Jacobs Park, San Diego, CA
Kennedy Center for the Performing Arts, Terrace Theater, Washington, DC
Sarasota Opera House, Sarasota, FL
Marion Oliver McCaw Hall, Seattle, WA
Millennium Park – Jay Pritzker Pavilion, Chicago, IL
Ravinia Festival Pavilion Renovation, Highland Park, IL
Harris Theater for Music and Dance, Chicago, IL



Wallis Annenberg Center for the Performing Arts, Beverly Hills, CA
Lookingglass Theatre, Chicago, IL
Victory Gardens Theater, Chicago, IL
Peninsula Players, Fish Creek, WI
Cincinnati Shakespeare Company, Otto M. Budig Theater, Cincinnati, OH
Old Town School of Folk Music, Chicago, IL
The Prizery, South Boston, VA
Earlham College – Visual and Performing Arts Center, Richmond, IN
Eastern Illinois University – Doudna Fine Arts Center, Charleston, IL
McKendree University – Hettenhausen Center for the Arts, Lebanon, IL
North Central College Wentz Concert Hall and Fine Arts Center, Naperville, IL
Northwestern University – Ryan Center for the Musical Arts, Evanston, IL

Christopher Sprague, ASTC, Principal, Schuler Shook



Project Role: Christopher would serve as the theatre planning consultant, leading the development of the building program for the performing arts center and providing expert guidance on theatre design, operational needs, and facility requirements.

Chris joined Schuler Shook in 2006 after a decade in theatre and opera as a master electrician, associate technical director, safety manager, and lighting designer. His deep understanding of performance facility systems, combined with a detailed design approach and calm leadership, makes him a valued collaborator. He excels at seeing both the big picture and the steps to get there.

Chris continues to design for theatre, dance, and opera, and actively mentors students at the high school and university levels, including through the USITT-ASTC Renovation Challenge.

Education

BA – Ohio Northern University

Awards

IES Award of Merit – RiverEdge Park

GE Special Citation – RiverEdge Park

Directors' Award ASTC/USITT Renovation Challenge

Mentor, 2019 & 2021, Florida State University Team

Organizations

American Society of Theatre Consultants (Board of Directors, 2025-2027)

United States Institute for Theatre Technology



OSHA Training - General Industry Safety & Health
National Eagle Scout Association

Significant Projects

New Trier High School, Winnetka, IL
Schaap Center for the Performing Arts, Grosse Pointe, MI
Ohio University Center of Fine Arts, Athens, OH (ongoing)
University of Manitoba – Tache Hall Renovations & Additions, Winnipeg, Canada
St. Louis Symphony, Powell Hall, St. Louis, MO
The Sound Outdoor Theatre, Clearwater, FL
Oregon Shakespeare Festival Bowmer Theatre Dimming System, Ashland, OR
Cincinnati Ballet Margaret and Michael Valentine Center for Dance, Cincinnati, OH
Lincoln Center for the Performing Arts – David H. Koch Theater, New York, NY
Sarasota Opera House, Sarasota, FL
Santa Fe Opera Improvements, Santa Fe, NM
Lyric Opera of Chicago Seating Redesign, Chicago, IL
Seattle Opera at the Center, Seattle, WA
Miami-Dade County Cultural Facilities Upgrades, Miami, FL
Black Ensemble Theater Mainstage and Studio, Chicago, IL
Cincinnati Shakespeare Company, Otto M. Budig Theater, Cincinnati, OH
Old Town School of Folk Music Annex, Chicago, IL
RiverEdge Park Amphitheatre, Aurora, IL
Devon Lakeshore Amphitheatre, Decatur, IL
Amazon Campus Meeting Center, Seattle, WA
Case Western Reserve University – Tinkham Veale Center, Cleveland, OH
Earlham College – Visual and Performing Arts Center, Richmond, IN
Eastern Illinois University – Doudna Fine Arts Center, Charleston, IL
Northwestern University – Ryan Center for the Musical Arts, Evanston, IL

Dawn R. Schuette, FAIA, NOMA, LEED AP, Threshold Acoustics



Project Role: Dawn would lead the acoustics component of this project, interacting with the Design Team and Client.

Dawn's interest in music and training in architecture led her to the acoustic consulting field. Her interest and education in City and Regional Planning gives her the perspective to think beyond traditional acoustic boundaries in the built environment. For several decades, she has assisted end users and design professionals to enhance the aural experience in



cultural buildings, performance and education facilities, worship spaces, and other places of public assembly. She is a Fellow of the American Institute of Architects and past President of the Board of AIA Chicago. She also serves on the Alumni Board for her alma mater, Illinois Institute of Technology, participating in the International and Alumni Awards Committees.

Education: Illinois Institute of Technology, Master of City and Regional Planning, 1993; Illinois Institute of Technology, Bachelor of Architecture with Management Minor, 1992

License and Affiliations: American Institute of Architects, Chicago Chapter and Continental Europe Chapter; Acoustical Society of America; American Symphony Orchestra League; Chicago Women in Architecture; International Society for the Performing Arts; League of American Orchestras; National Organization of Minority Architects

Selected Projects

Woodruff Arts Center, Symphony Hall, Atlanta, Georgia

Master plan study to renovate Symphony Hall and The Rich Auditorium performance spaces and transform and supplement back of house and rehearsal facilities shared by the Atlanta Symphony and Alliance Theatre.

Friends School, Performing Arts Center Study, Baltimore, Maryland

Programming and conceptual design study for a new campus arts center and renovation of existing performing arts facilities.

Lone Tree Cultural Arts Center, Lone Tree, Colorado

A new performing arts center featuring a 500-seat multi-use main stage theatre, adaptable 225-seat performance/rehearsal space, and 350-seat outdoor terrace.

Kimmel Center for the Performing Arts, Verizon Hall, Philadelphia, Pennsylvania

A study of the hall's acoustics for Kimmel Center, Inc. and Philadelphia Orchestra resulting in improvements to the organ chamber, stage and overhead canopy.

Lawrenceville Performing Arts Center, Lawrenceville, Georgia

New 500-seat regional theatre, flexible cabaret theatre, and rehearsal space for Aurora Theatre.

Omaha Performing Arts Campus, Omaha, Nebraska

A long relationship with OPA in assisting with Acoustic and AV consulting for all 4 buildings on their campus including the Holland Center, Steelhouse Omaha, The Orpheum Theatre and the Tenaska Center for Arts Engagement.

Lethbridge Performing Arts Centre, Lethbridge, Alberta, Canada

Programming and schematic design for a new regional arts center.



Nakoto Renz, Principal/CEO, Venue.



Project Role: Venue will assist the Client and the design team understand the financial implications of architectural, structural, mechanical and electrical criteria so that they can make informed choices on changes in program, quality and design issues, from a cost perspective.

Nakoto Renz is an accomplished Cost Consultant credited with highly successful performing arts projects under his cost control belt, spanning a nearly 30-year career. He brings extensive experience in sustainable design, having contributed to multiple LEED-certified projects, ensuring cost efficiency while meeting environmental and energy standards.

Since joining Venue in 2013, Nakoto has collaborated with design and construction teams across the U.S., providing cost leadership on more than 100 performing arts projects ranging in value from \$10 million to over \$500 million.

Nakoto is the Principal/CEO at Venue, responsible for guiding design teams to design projects to budget. His duties include establishing project budgets at all design stages, cost control, value engineering, local market cost research, and contractor/construction manager bid and GMP validation.

Education

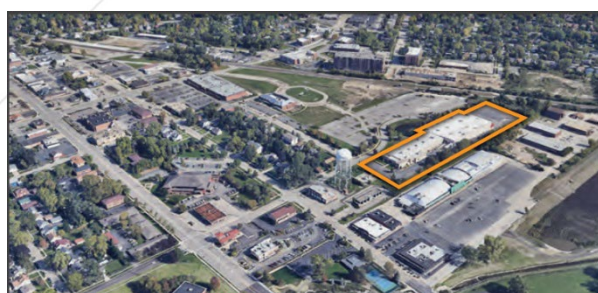
Bachelor of Science in Construction Management and Engineering Technology (BS),
Florida A&M University 1998

Certified General Contractor State of Florida, licensed since 1998



AMS Relevant Projects

Location: Mundelein, IL
Project type: Cultural Facility Feasibility
Client type: Public Agency (Village of Mundelein, IL)
Year: January 2024 - March 2025
Contact: Colleen Malec, Senior Planner
Village of Mundelein
300 Plaza Circle, Mundelein, IL 60060
P: 847-949-3289 / E: cmalec@mundelein.org



The Challenge: The Village of Mundelein had a growing collection of smaller local arts and culture organizations seeking a permanent home for their activities. After studying several other venues in town, the Village was interested in investigating the potential of the Archer Business Center

(ABC), a former warehouse building owned by the Village with a brewery and photography studio as key anchor tenants, to be converted into an arts and business incubator center for the community. Centrally located with plentiful free parking and adjacent to the Metra commuter train station, the ABC seemed like a great potential option, but the Village didn't know what it would realistically take to resource the project appropriately to accommodate the needs and desires of the community while balancing the risk of the Village's investment in the project.

The Village of Mundelein engaged AMS, along with MIR Architects, Charcoalblue theatre planners, and Venue Inc. cost consultants to determine the feasibility of using the ABC as a new home for arts and business incubator activity in the community.

Our Approach: AMS led the team to understand the local and regional market, its key arts and culture players, and the readiness of those organizations to 'grow' into a new, permanent venue for their activities. With a robust response to a potential user survey, the design team outlined potential performance, studio, gallery, and other related ancillary spaces to accommodate the expressed desire of the community for a wide range of activities from community theatre, local music, arts and incubator organizations. It was important to understand the potential capital cost for the project and how to balance investment of the Village's resources against the needs in the community.

Who would be the key local tenants, and what kinds of spaces did they need for their work?

- We reviewed the Village's multiple prior attempts to create an arts center for community use, including **analyzing 50 previous reports, studies, and plans.**



- We **interviewed 38 stakeholders**, including local elected officials, leaders from the local arts organizations, current tenants of the ABC, and representatives of the Mundelein business and civic community.
- **Inventoried 15+ local arts and community venues** to document the existing market for space and understand gaps in the local market for a renovated Archer Business Center.
- **Documented the Northern Chicago primary market** including all adjacent and nearby counties surrounding the Village.
- **Surveyed 22 potential user organizations.** Results indicated over 10,000 collective use days among the organizations interested in space at the ABC, but many organizations would need heavily subsidized rental rates for their use.

How would it work – especially financially? What was the ‘right’ level of investment?

- AMS and our design team partners created both ‘rough and ready’ and ‘anchor tenant’ models for space buildout at the ABC, **indicating the minimum and maximum investment** that might be needed to reasonably accommodate the needs of the community.
- After studying the more intensive intervention, the Village along with the team decided to focus on a narrower renovation of the ABC, which would allow local arts organizations to access space affordably, **while mitigating risk regarding public investment in the project** and allowing for future expansion, as may become appropriate down the line.
- AMS **developed a set of policy recommendations** for the Village to stimulate the growth and stability of the local arts and culture sector.

Norman Arts Council

Location: Norman, OK
AMS Team: Jon Faris, Nora Fleury, Yuwen Shen
Project type: Arts Center Study
Client type: Not-for-Profit
Year: August 2025 – January 2026
Contact: Leslie Nottingham, Executive Director
122 East Main Street, Norman, OK 73069
P: 405-360-1162 / E: Leslie@normanarts.org



The Challenge: Norman, Oklahoma — a vibrant, university-driven community, home to the University of Oklahoma — has a rich and active arts ecosystem, yet local artists and organizations face significant barriers in accessing purpose-built performance and rehearsal spaces. With 29 venues for live entertainment and 20 dedicated

to the visual arts, the majority of available facilities are controlled by OU or Norman



Public Schools and have limited availability for community use. Itinerant arts organizations are routinely constrained by constricted availability, high rental rates, and facility limitations that restrict the scope and scale of their programming. The Norman Arts Council recognized the need for a dedicated arts center that could serve as a vibrant gathering place for artists, arts organizations, and the broader community.

AMS was engaged by the Norman Arts Council, in partnership with architecture firm Allford Hall Monaghan Morris (AHMM), to conduct a feasibility and needs assessment and develop a preliminary operating model for a new community arts center in Norman.

Our Approach

AMS conducted a comprehensive six-month assessment and facility planning process, collectively defined with the Norman Arts Council and a study steering committee.

- We conducted **interviews with over 20 key stakeholders** representing local arts organizations, city government, the University of Oklahoma College of Fine Arts, Rec and Parks, the Chamber of Commerce, and the Norman Arts Council
- We gathered **potential user survey responses** from 29 arts organizations and individual artists to document space needs, facility preferences, and site priorities and conducted **follow-up interviews**.
- We conducted a **market analysis & competitive venue scan** mapping Norman's existing arts and entertainment infrastructure, identifying gaps in community-accessible, purpose-built venues.
- We developed an **activity profile**, modeling projected use days across space types, based on stakeholder input and identified potential users, resulting in the identification of projected use days for a mid-sized performance venue, a small black-box/screening venue, and gallery, classroom, and artist studio spaces.
- Guided by AHMM, with input from AMS and the Steering Committee, a **vision for the facility and a space program** were developed, defining recommended primary spaces.
- AHMM **conducted a site assessment**, with input from the AMS team, evaluating potential locations across downtown Norman and beyond.
- AMS developed a **preliminary operating model** projecting total annual revenues against total operating expenses, identifying an annual gap, and defining how it could be addressed through a combination of dedicated public funding, philanthropic support, and partnership strategies.

Final Recommendations

Based on comprehensive stakeholder engagement, user surveys, and financial modeling, AMS recommended a community-centered arts center designed to serve as an active daily gathering place — a "third space" for artists and residents alike. The proposed facility is envisioned with flexible, right-sized performance and visual arts spaces, shared infrastructure for local arts organizations, and ancillary programming



spaces to support diversified revenue and everyday activation. To close the projected operating gap, the study identified several funding strategies.

Gulfshore Playhouse

Location: Naples, FL
AMS Team: Jon Faris
Project type: Transition and Implementation Planning, Strategic Planning, Owner's Counsel
Client type: Not-for-Profit
Year: June 2017-Jan.2019; Feb. 2019-Dec. 2020; Jan. 2023-Dec. 2024
Contact: Joel Markus, COO & Managing Director
2640 Golden Gate Parkway, Suite 211, Naples, FL 34105
P: 239-261-7529 / E: jmarkus@gulfshoreplayhouse.org



Gulfshore Playhouse engaged AMS Planning & Research (AMS) in 2017 to support transition and implementation planning as the organization planned to build a new theatre in Naples, Florida. AMS conducted a review of operations to understand Gulfshore Playhouse's existing programmatic lines of business, finances, facility needs, and organizational structure.

AMS also studied the market context within which Gulfshore Playhouse operates and researched best practices of peer-producing theatre companies across the country to understand the implications of building a new facility.

In early 2018, AMS supported long-range strategic planning with Gulfshore Playhouse leadership, reviewing the organization's vision, mission, and values. AMS worked with the team to develop strategic goals and objectives and then prioritize short-term efforts for a successful institutional evolution. AMS modeled order of magnitude institutional impacts of these goals, describing a path forward and projecting financial and personnel growth to support expanded programming and operations at a larger scale.

Through an active thinking activity, AMS worked with Gulfshore Playhouse to determine the strategic priorities which informed design decisions for the proposed facility. This framework provided the lens through which Gulfshore selected a design architect and made decisions regarding the building program and core components of design. Since 2019, AMS served as a member of the ownership team, providing input on the operational implications of design decisions. As Gulfshore Playhouse prepared to enter construction in early 2020, AMS continued to serve as a resource and undertook implementation planning to ensure Gulfshore Playhouse was ready for its grand opening in October 2024 and to fulfill its strategic vision.



Relevant Projects - Subconsultants

Eckenhoff Saunders Architects

Northlight Theatre

Location: Evanston, Illinois

Square Footage: 24,200 sf

Role: Lead architect, planner, interior designer

Contact: Mr. Tim Evans, Executive Director

P: (312) 324-1234 / E: tevens@northlight.org



Project Scope: Eckenhoff Saunders is excited to partner with Northlight Theatre to bring the organization back to its roots in Evanston, which began 50 years ago. Currently located in Skokie, Northlight is one of the largest nonprofit professional theatres in the Chicago area. The project involves acquiring and demolishing two vacant buildings on Church Street near downtown Evanston, and constructing

a new 280-seat, thrust-proscenium mainstage theatre, rehearsal hall, and backstage support spaces in Phase 1. Phase 2 will introduce a 125-seat “black box” studio theatre. The design also preserves the Barn Steakhouse on-site in a charming historic masonry structure. Additionally, the theatre will feature a café, establishing it as a vibrant new destination in downtown Evanston.

ETA Creative Services, Inc.

Location: Chicago, Illinois

Square Footage: 18,000 sf

Role: Lead architect, planner, interior designer

Contact: Ms. Requel Gibson, President of the Board, Senior Counsel, BMO Financial

P: (773) 752-3955 / E: requelgibsonesq@gmail.com



Project Scope: eta Creative Arts Foundation, Inc. (eta) is a leading African American cultural performing arts institution in Chicago’s South Side. To enhance their facilities, eta and IFF have partnered with Eckenhoff Saunders to renovate and expand them. This project is not just about the physical

transformation but about creating a space that inspires the next generation of



performing artists and serves as a cultural and educational hub for community members to grow and thrive.

The scope of the project includes renovating their existing theatre and building, including, but not limited to, enhanced acoustics and lighting, a redesigned lobby, upgraded restrooms to meet ADA compliance, improvements to classrooms, the gallery café, the basement space, and other program areas. The project scope also includes developing an addition to the building that will house a state-of-the-art recording studio and supporting programming spaces, opening new avenues for creativity and learning. Additionally, a new parking lot across the street will provide convenience for all patrons and visitors.

Schuler Shook

Timeline Theatre Company

Location: Chicago, IL

Completed: 2026

Contact: Elizabeth Auman, Director of New Home Development

P: 773-281-8463 x35 / E: elizabeth@timelinetheatre.com



In 2010 Schuler Shook began working with TimeLine Theatre to plan and realize a permanent home that advances its mission of presenting stories through a historical lens. Through programming and visioning exercises, our team helped define the company's operational and artistic goals, guiding the evaluation

of multiple sites before selecting a former warehouse in Uptown's historic entertainment corridor. The 21,000-square-foot building has been transformed into a vibrant, multi-use cultural destination. The new facility includes a 250-seat flexible black box theatre, rehearsal and production spaces, administrative offices, education and community areas, and a street-level bar and gallery.

Schuler Shook provided theatre planning and architectural lighting design, shaping a flexible, highly functional performance environment that supports both artistic ambition and operational needs. The project, the culmination of nearly eight years of planning, establishes a permanent home that expands TimeLine's impact while contributing to the ongoing revitalization of Uptown.

Threshold Acoustics

Kirkwood PAC

Location: St. Louis, Missouri

The Kirkwood Performing Arts Center is a community asset and cultural hub, as well as the anchor for a new downtown Arts & Entertainment District.



The facility is comprised of a state-of-the-art, two-level, traditional proscenium theatre and performance support spaces; a 3,000-square-foot Black Box performance theatre; a 2,000-square-foot Events Space; and a two-story atrium lobby that will serve as the face of community events. The main theatre is designed as an intimate space with the inclusion of a balcony and stage extensions to ensure proximity to the stage for theatregoers.

The Black Box, which can vary in size to create a flexible stage and varied audience interaction opportunities, is an intimate performance space where more experimental performance and staging can be explored, with the most human and least technical elements in focus. With its prime tenant the theater company Stages St. Louis, Kirkwood Performing Arts Center is an example of a beloved proscenium stage that is the first and foremost a home for artists.

Fredericton Performing Arts Centre

Location: Fredericton, New Brunswick, Canada

The existing Fredericton Playhouse is a special place, seeing an impressive one in five residents regularly visiting for performances. The organization was in need of a new Performing Arts Center to accommodate the ever-growing audiences and allow for a variety of year-round events. Threshold is providing both Acoustics and AV services for the project with a special focus in the two halls for performance.

The Main Hall is a multiuse venue for a variety of performance types including drama, musicals, dance, film, circus, amplified music, orchestral performances, choir, recitals, and touring shows. Most of the room acoustics will favor amplified events with accommodation to support unamplified music and variability required to accommodate the range of possible functions at a consistent level of quality.

The Studio Theatre will be a flexible drama, music, dance, social event, and meeting space. Both amplified and unamplified events will take place within. It will contain a maximum seat count of 300 audience members with a flexible configuration focused primarily on end stage and flat floor conditions. The early concept design explores the Centre as a space for not only formal events but also informal gatherings any time, as a living room for the City. The City of Fredericton knew that the community is strengthened by live performance.



Venue Cost Consulting

Gogue Performing Arts Center, Auburn University

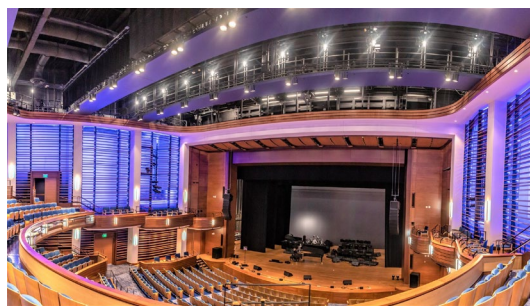
Location: Auburn, AL

Contract Amount: The initial project was bid for \$57 million through a construction manager in 2017. Phase 2 was delivered under a separate construction contract with a budget of approximately \$12 million.

Contact: Joshua Stiling, Principal

Wilson Butler Architects

P: 617.720.7127 x 281 / E: jj@wilsonbutler.com



Opened in 2019, this 78,300 SF performing arts center designed by Wilson Butler Architects in Auburn, AL comprises a 1,250-seat multi-purpose hall, front-of-house and back-of-house spaces, and an outdoor amphitheater. Designed to house functional spaces with superior acoustics and fully integrated technology, the center includes a 1,200-seat main performance hall, an open lobby, and a porch and lawn that serve as an additional performance venue.

As a subsequent phase, Venue also provided cost consulting services for Phase 2 of the project, which included the addition of a studio theatre and enhancements to the outdoor amphitheater, with a construction budget of approximately \$12 million. Venue's estimate for this phase was within 2% of the awarded contract value, reflecting a high level of cost accuracy and alignment with the market.

Venue was commissioned to provide estimating and cost control services from program through schematic design, design development, and construction documents to bid, from 2016 to 2017. Venue was later re-engaged for Phase 2 to provide continued cost planning and estimating services.



The Buddy Holly Hall of Performing Arts and Sciences

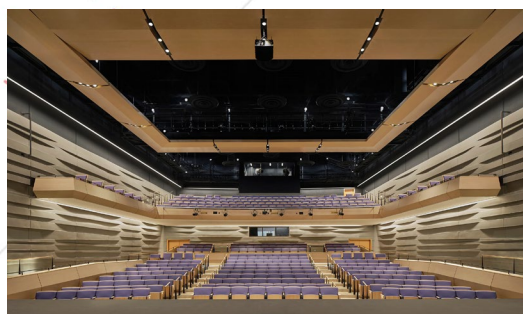
Location: Lubbock, TX

Contract Amount: The project was bid for \$154 million through a construction manager in 2017.

Contact: Greg Garfield

Garfield Public Private

P: 972.672.3308 / E: greg.g@garfieldpublicprivate.com



Opened in 2021, this 222,700 square foot building includes amenities of a hybrid performance venue including a 2,220-seat main theater, 425-seat studio theatre, multi-purpose room, and a bistro café. The main hall has the versatility to convert from musical theater to conference mode, to symphony hall by virtue of its tiered floor to flat floor capability.



Venue was commissioned to provide estimating and cost control services from program through schematic design, design development and construction documents to bid, from 2015 to 2017.

Itemized Fee

Based on the scope and schedule described above, the professional fee would be \$170,900, inclusive of direct expenses for the project.

Phase 1: Market Demand	\$20,500.00
1.1 Background Review	\$1,300
1.2 Project Initiation*	\$10,000
1.3 Key Stakeholder Interviews*	\$3,400
1.4 Supply & Demand Analysis	\$4,500
1.5 Exemplars	\$1,300
Phase 2: Community Need & Engagement	\$20,000.00
2.1 Community Survey	\$3,300
2.2 Public Workshop*	\$9,900
2.3 Visioning / Defining Success Workshop*	\$6,800
Phase 3: Facility Program Development & Scenarios	\$59,300.00
3.1 Activity Profile	\$6,400
3.2 Space Program Scenarios	\$12,100
3.3 Scenario Workshop*	\$11,100
3.4 Capital Cost Estimates	\$29,700
Phase 4: Site Identification & Evaluation	\$30,300.00
4.1 Site Screening & Shortlisting	\$4,400
4.2 Site Visits & Documentation	\$5,500
4.3 Site Evaluation Matrix	\$8,000
4.4 Adaptive Reuse vs. New Construction Assessment	\$5,500
4.5 Integration with Centennial Park West	\$6,900
Phase 5: Financial Feasibility, Partnerships & Governance	\$16,600.00
5.1 Governance & Management Models	\$1,900
5.2 Annual Operating Budgets & Staffing	\$4,200
5.3 Ten-Year Financial Projections & Subsidy Analysis	\$3,400
5.4 Partnership Opportunities	\$800
5.5 Funding & Grant Alignment	\$800
5.6 Economic & Community Impact Analysis	\$5,500
Phase 6: Recommendation & Vision Report	\$16,700.00
6.1 Project Concept & Vision Report	\$6,800
6.2 Public Presentation to Village Board*	\$9,900
Team Expenses	\$7,500.00
Total Fee, inclusive of Expenses	\$170,900.00

*denotes in-person workshop, interviews, or meetings



Additional Scenarios in Phases 4-6

If the Steering Committee determines that up to two additional scenarios should be detailed in Phases 4-6 of our work, the additional fee, per scenario, would be \$35,000.

Potential Savings for Combined Team with Centennial Park West Scope

We understand that this study is being done concurrently with a Strategic Operating Plan for Centennial Park West. While we have responded to both proposals, we would suggest aligning several key components of these initiatives to streamline key tasks, maximize time, reduce costs, and avoid repetitive work. Areas of alignment could include project initiation, workshops and decision-making moments, and stakeholder engagement tasks. We believe that by using a combined team and Steering Committee for both projects, we could likely reduce our team fees by \$35,000-\$40,000 total in the aggregate for the two studies.

Expenses

Expenses include travel and accommodation for consultants, communication and printing costs, and other expenses typically incurred by AMS's team in the delivery of these services. Expenses are billed at cost and would be capped at \$7,500, included in the Total Fee.

Site Visits

Our scope includes six in-person site visits by two AMS team members - one local (Chicago), one non-local (New York City) and incurring direct travel expenses, plus travel by the local ESA, Schuler Shook, and Threshold Acoustics team members. Additional site visits would be additional services at the rate of \$2,200 per person per day.

Payment

AMS typically bills our clients monthly, based on work completed to date.

 **ORLAND PARK**
CERTIFICATE OF COMPLIANCE

The undersigned Jon Faris, as Managing Principal
(Enter Name of Person Making Certification) *(Enter Title of Person Making Certification)*

and on behalf of AMS Planning & Research Corp., certifies that:
(Enter Name of Business Organization)

1) BUSINESS ORGANIZATION:

The Proposer is authorized to do business in Illinois: Yes No

Federal Employer I.D.#: 06-1325544
(or Social Security # if a sole proprietor or individual)

The form of business organization of the Proposer is (*check one*):

- Sole Proprietor
- Independent Contractor (*Individual*)
- Partnership
- LLC
- Corporation Connecticut 1991
(State of Incorporation) *(Date of Incorporation)*

2) STATUS OF OWNERSHIP

Illinois Public Act 102-0265, approved August 2021, requires the Village of Orland Park to collect "Status of Ownership" information. This information is collected for reporting purposes only. Please check the following that applies to the ownership of your business and include any certifications for the categories checked with the proposal. Business ownership categories are as defined in the Business Enterprise for Minorities, Women, and Persons with Disabilities Act, 30 ILCS 575/0.01 *et seq.*

- Minority-Owned
- Women-Owned
- Veteran-Owned
- Disabled-Owned
- Small Business ([SBA standards](#))
- Prefer not to disclose
- Not Applicable

How are you certifying? Certificates Attached Self-Certifying

STATUS OF OWNERSHIP FOR SUBCONTRACTORS

This information is collected for reporting purposes only. Please check the following that applies to the ownership of subcontractors.

- Minority-Owned
- Women-Owned
- Veteran-Owned
- Disabled-Owned
- Small Business ([SBA standards](#))
- Prefer not to disclose
- Not Applicable

3) **ELIGIBILITY TO ENTER INTO PUBLIC CONTRACTS:** Yes No []

The Proposer is eligible to enter into public contracts, and is not barred from contracting with any unit of state or local government as a result of a violation of either Section 33E-3, or 33E-4 of the Illinois Criminal Code, or of any similar offense of "Bid-rigging" or "Bid-rotating" of any state or of the United States.

4) **SEXUAL HARASSMENT POLICY:** Yes No []

Please be advised that Public Act 87-1257, effective July 1, 1993, 775 ILCS 5/2-105 (A) has been amended to provide that every party to a public contract must have a written sexual harassment policy in place in full compliance with 775 ILCS 5/2-105 (A) (4) and includes, at a minimum, the following information: (I) the illegality of sexual harassment; (II) the definition of sexual harassment under State law; (III) a description of sexual harassment, utilizing examples; (IV) the vendor's internal complaint process including penalties; (V) the legal recourse, investigative and complaint process available through the Department of Human Rights (the "Department") and the Human Rights Commission (the "Commission"); (VI) directions on how to contact the Department and Commission; and (VII) protection against retaliation as provided by Section 6-101 of the Act. (Illinois Human Rights Act). (emphasis added). Pursuant to 775 ILCS 5/1-103 (M) (2002), a "public contract" includes "...every contract to which the State, any of its political subdivisions or any municipal corporation is a party."

5) **EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE:** Yes No []

During the performance of this Project, Proposer agrees to comply with the "Illinois Human Rights Act", 775 ILCS Title 5 and the Rules and Regulations of the Illinois Department of Human Rights published at 44 Illinois Administrative Code Section 750, et seq. The

Proposer shall: (I) not discriminate against any employee or applicant for employment because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (II) examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization; (III) ensure all solicitations or advertisements for employees placed by it or on its behalf, it will state that all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (IV) send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other agreement or understanding, a notice advising such labor organization or representative of the Vendor's obligations under the Illinois Human Rights Act and Department's Rules and Regulations for Public Contract; (V) submit reports as required by the Department's Rules and Regulations for Public Contracts, furnish all relevant information as may from time to time be requested by the Department or the contracting agency, and in all respects comply with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; (VI) permit access to all relevant books, records, accounts and work sites by personnel of the contracting agency and Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; and (VII) include verbatim or by reference the provisions of this Equal Employment Opportunity Clause in every subcontract it awards under which any portion of this Agreement obligations are undertaken or assumed, so that such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this Agreement, the Proposer will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the contracting agency and the Department in the event any subcontractor fails or refuses to comply therewith. In addition,

the Proposer will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations. Subcontract" means any agreement, arrangement or understanding, written or otherwise, between the Proposer and any person under which any portion of the Proposer's obligations under one or more public contracts is performed, undertaken or assumed; the term "subcontract", however, shall not include any agreement, arrangement or understanding in which the parties stand in the relationship of an employer and an employee, or between a Proposer or other organization and its customers. In the event of the Proposer's noncompliance with any provision of this Equal Employment Opportunity Clause, the Illinois Human Right Act, or the Rules and Regulations for Public Contracts of the Department of Human Rights the Proposer may be declared non-responsible and therefore ineligible for future contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and this agreement may be canceled or avoided in whole or in part, and such other sanctions or penalties may be imposed or remedies involved as provided by statute or regulation.

6) **TAX CERTIFICATION:** Yes No

Contractor is current in the payment of any tax administered by the Illinois Department of Revenue, or if it is: (a) it is contesting its liability for the tax or the amount of tax in accordance with procedures established by the appropriate Revenue Act; or (b) it has entered into an agreement with the Department of Revenue for payment of all taxes due and is currently in compliance with that agreement.

7) **AUTHORIZATION & SIGNATURE:**

I certify that I am authorized to execute this Certificate of Compliance on behalf of the Contractor set forth on the Proposal, that I have personal knowledge of all the information set forth herein and that all statements, representations, that the Proposal is genuine and not collusive, and information provided in or with this Certificate are true and accurate. The undersigned, having become familiar with the Project specified, proposes to provide and furnish all of the labor, materials, necessary tools, expendable equipment and all utility and transportation services necessary to perform and complete in a workmanlike manner all of the work required for the Project.

ACKNOWLEDGED AND AGREED TO:

Jon Faris
Signature of Authorized Officer
Jon Faris
Name of Authorized Officer
Managing Principal
Title
March 20, 2026
Date

REFERENCES

Provide three (3) references for which your organization has performed similar work.

Proposer's Name: AMS Planning & Research Corp.

(Enter Name of Business Organization)

- | | |
|-----------------|---|
| 1. ORGANIZATION | <u>Village of Mundelein</u> |
| ADDRESS | <u>300 Plaza Circle, Mundelein, IL 60060</u> |
| PHONE NUMBER | <u>847-949-3289</u> |
| CONTACT PERSON | <u>Colleen Malec, Senior Planner</u> |
| YEAR OF PROJECT | <u>January 2024 - March 2025</u> |
| 2. ORGANIZATION | <u>Norman Arts Council</u> |
| ADDRESS | <u>122 East Main Street, Norman, OK 73069</u> |
| PHONE NUMBER | <u>405-360-1162</u> |
| CONTACT PERSON | <u>Leslie Nottingham, Executive Director</u> |
| YEAR OF PROJECT | <u>July 2025 - January 2026</u> |
| 3. ORGANIZATION | <u>Gulfshore Playhouse</u> |
| ADDRESS | <u>2640 Golden Gate Parkway, Suite 211, Naples, FL 34105</u> |
| PHONE NUMBER | <u>239-261-7529</u> |
| CONTACT PERSON | <u>Joel Markus, COO & Managing Director</u> |
| YEAR OF PROJECT | <u>June 2017-Jan.2019; Feb. 2019-Dec. 2020; Jan. 2023-Dec. 2024</u> |



ORLAND PARK

INSURANCE REQUIREMENTS

Please sign and provide a policy Specimen Certificate of Insurance showing current coverages.

If awarded the contract, all Required Policy Endorsements noted in the left column in **red bold** type **MUST** be provided.

Standard Insurance Requirements	Please provide the following coverage if box is checked.
<p>WORKERS' COMPENSATION & EMPLOYER LIABILITY Full Statutory Limits - Employers Liability \$500,000 – Each Accident \$500,000 – Each Employee \$500,000 – Policy Limit Waiver of Subrogation in favor of the Village of Orland Park</p> <p>AUTOMOBILE LIABILITY (ISO Form CA 0001) \$1,000,000 – Combined Single Limit Per Occurrence Bodily Injury & Property Damage. Applicable for All Company Vehicles.</p> <p>GENERAL LIABILITY (Occurrence basis) (ISO Form CG 0001) \$1,000,000 – Combined Single Limit Per Occurrence Bodily Injury & Property Damage \$2,000,000 – General Aggregate Limit \$1,000,000 – Personal & Advertising Injury \$2,000,000 – Products/Completed Operations Aggregate</p> <p>ADDITIONAL INSURED ENDORSEMENTS: <i>(Not applicable for Goods Only Purchases)</i></p> <ul style="list-style-type: none"> ISO CG 20 10 or CG 20 26 (or Equivalent) Commercial General Liability Coverage CG 20 01 Primary & Non-Contributory (or Equivalent) The Village must be named as the Primary Non-Contributory which makes the Village a priority and collects off the policy prior to any other claimants. Blanket General Liability Waiver of Subrogation - Village of Orland Park A provision that prohibits an insurer from pursuing a third party to recover damages for covered losses. 	<p>LIABILITY UMBRELLA (Follow Form Policy) <input type="checkbox"/> \$1,000,000 – Each Occurrence \$1,000,000 – Aggregate <input type="checkbox"/> \$2,000,000 – Each Occurrence \$2,000,000 – Aggregate <input type="checkbox"/> Other: _____ EXCESS MUST COVER: General Liability, Automobile Liability, Employers' Liability</p> <p>PROFESSIONAL LIABILITY <input type="checkbox"/> \$1,000,000 Limit – Claims Made Form, Indicate Retroactive Date <input type="checkbox"/> \$2,000,000 Limit – Claims Made Form, Indicate Retroactive Date <input type="checkbox"/> Other: _____ Deductible not-to-exceed \$50,000 without prior written approval</p> <p><input type="checkbox"/> BUILDERS RISK Completed Property Full Replacement Cost Limits – Structures under construction</p> <p><input type="checkbox"/> ENVIRONMENTAL IMPAIRMENT/POLLUTION LIABILITY \$1,000,000 Limit for bodily injury, property damage and remediation costs resulting from a pollution incident at, on or mitigating beyond the job site</p> <p><input type="checkbox"/> CYBER LIABILITY \$1,000,000 Limit per Data Breach for liability, notification, response, credit monitoring service costs, and software/property damage</p> <p><input type="checkbox"/> CG 20 37 ADDITIONAL INSURED – Completed Operations (Provide only if box is checked)</p>

Any insurance policies providing the coverages required of the Consultant, excluding Professional Liability, shall be specifically endorsed to identify "The Village of Orland Park, and their respective officers, trustees, directors, officials, employees, volunteers and agents as Additional Insureds on a primary/non-contributory basis with respect to all claims arising out of operations by or on behalf of the named insured." The required additional Insured coverage shall be provided on the Insurance Service Office (ISO) CG 20 10 or CG 20 26 endorsements or an endorsement at least as broad as the above noted endorsements as determined by the Village of Orland Park. Any Village of Orland Park insurance coverage shall be deemed to be on an excess or contingent basis as confirmed by the required (ISO) CG 20 01 Additional Insured Primary & Non-Contributory Endorsement. The policies shall also contain a Waiver of Subrogation in favor of the Additional Insureds in regard to General Liability and Workers' Compensation coverage. The certificate of insurance shall also state this information on its face. Any insurance company providing coverage must hold an A-, VII rating according to Best's Key Rating Guide. Each insurance policy required shall have the Village of Orland Park expressly endorsed onto the policy as a Cancellation Notice Recipient. Should any of the policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions. Permitting the contractor, or any subcontractor, to proceed with any work prior to our receipt of the foregoing certificate and endorsements shall not be a waiver of the contractor's obligation to provide all the above insurance.

Consultant agrees that prior to any commencement of work to furnish evidence of Insurance coverage providing for at minimum the coverages, endorsements and limits described above directly to the Village of Orland Park, 14700 S. Ravinia Avenue, Orland Park, IL 60462. Failure to provide this evidence in the time frame specified and prior to beginning of work may result in the termination of the Village's relationship with the contractor.

ACCEPTED & AGREED THIS ____ DAY OF _____, 20__

Jon Faris
Signature

Authorized to execute agreements for:

Printed Name & Title

Name of Company



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/16/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER License # 1009544 Lawley Shoff Darby 361 Delaware Avenue Buffalo, NY 14202	CONTACT NAME: Missy Hudson PHONE (A/C, No, Ext): (203) 256-7929 7929 FAX (A/C, No): (203) 354-6480 E-MAIL ADDRESS: MHUDSON@lawleyinsurance.com
	INSURER(S) AFFORDING COVERAGE
INSURED AMS Planning & Research Corp. 1300 Post Rd. Suite 207 Fairfield, CT 06824	INSURER A : Hartford Casualty Insurance Co NAIC # 29424
	INSURER B : Hartford Insurance Group
	INSURER C : United Specialty Insurance Company 12537
	INSURER D :
	INSURER E :
	INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			31SBACY2268	9/5/2025	9/5/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			31SBACY2268	9/5/2025	9/5/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			31SBACY2268	9/5/2025	9/5/2026	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	31WECCR4510	9/5/2025	9/5/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab			GCT-1427055-03	7/11/2025	7/11/2026	Each Claim 2,000,000
C	Professional Liab			GCT-1427055-03	7/11/2025	7/11/2026	Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Proof of Coverage

CERTIFICATE HOLDER **CANCELLATION**

Proof of Coverage 1300 Post Road, Suite 207 Fairfield, CT 06824	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



DISCLOSURE TYPE:
___ Original
___ Amended
___ 1 of () Disclosures

BUSINESS RELATIONSHIP DISCLOSURE FORM

Business Relationships. Pursuant to Village Code, all business relationships between vendors and Officials must be disclosed. Vendors and Officials shall complete this Business Relationship Disclosure Form when applicable. Failure to comply shall be considered a violation of the ordinance and can result in penalties.

For Vendors. Any vendor (Person or Entity) who has had any business relationship within the preceding ten years or reasonably expects such a relationship in the following twelve months with a current official or a past official during the preceding 10 years, where such relationship resulted in or is expected to result in financial benefit, shall disclose the following if the relationship entitled the current or past official to compensation, economic opportunity, or payment in excess of \$7,500 annually. A business relationship does not include a political contribution, otherwise duly reported as required by law.

For Officials. Any official who has had any business relationship within the preceding ten years or reasonably expects such a relationship in the following twelve months with a vendor, where such relationship has resulted in or is expected to result in financial benefit, shall disclose the following if the relationship entitled the official to compensation, economic opportunity, or payment in excess of \$7,500 annually. A business relationship does not include a political contribution, otherwise duly reported as required by law.

Submission of a disclosure does not disqualify a Vendor from consideration for a contract, grant, concession, land sale, lease or any other matters subject to the Village approval.

(1) Check applicable box Vendor (Person or Entity) Official

(2) For Vendor (Person or Entity)

Vendor does not have a business relationship with any current Village of Orland Park Official or reasonably expect such a relationship in the following twelve months that entitled the Official to compensation, economic opportunity, or payment in excess of \$7,500 annually. See Appendix A for a listing of current Officials. (Please check the box if applicable and complete Certification section only.)

Vendor did not have a business relationship with any past Village of Orland Park Official in the preceding ten (10) years that entitled the past Official to compensation, economic opportunity, or payment in excess of \$7,500 annually. See Appendix B for a listing of past Officials is included with this disclosure form. (Please check the box if applicable and complete Certification section only.)

(3) Please provide the name(s) of the Vendor(s) or Official(s) or related party.

(4) What is the nature of the business relationship with the Vendor(s) or Official(s) or related party?

(5) Provide the date(s)[month/year] of engagement or expected engagement:

(6) If the Vendor has been acquired or purchased within the preceding five (5) years:

a. The date(s) of acquisition of the Vendor: _____

b. The name(s) of the preceding Vendor, if changed: _____

Certification

The undersigned Jon Faris, as Managing Principal, and on
(Print Name of Person Making Disclosure) (Print Title of Person Making Certification)

behalf of AMS Planning & Research Corp., certifies the information supplied is true and accurate.
(Print Name of Vendor / Official)

Signature: Jon Faris

Date: March 20, 2026

See Appendix A for the List of Current Officials

See Appendix B for the List of Officials for the Past Ten (10) Years

APPENDIX A – LIST OF CURRENT OFFICIALS (2025)

Mayor

James V. Dodge, Jr.

Trustees

William R. Healy

Cynthia Nelson Katsenes

Michael R. Milani

Dina M. Lawrence

John Lawler

Joanna M. Liotine Leafblad

Village Clerk

Mary Ryan Norwell

Village Manager

George Koczwar

Assistant Village Manager

Jim Culotta

Directors / Department Heads

Development Services - Steve Marciani

Engineering – Syed Khurshid Hoda

Finance – Christopher Frankenfield

Human Resources - Regina Earley

Information Technology – Tad Spencer

Police Department – Eric Rossi

Public Works – Joel Van Essen

Recreation and Parks – Ray Piattoni

APPENDIX B – LIST OF OFFICIALS FOR THE PAST TEN (10) YEARS

August 2024 – May 2025

Brian Gaspdo, Village Clerk

May 2021 – May 2025

Keith Pekau, Mayor
William Healy, Trustee
Cynthia Nelson Katsenes, Trustee
Michael R. Milani, Trustee
Sean Kampas, Trustee
Brian J. Riordan, Trustee
Joni J. Radaszewski, Trustee

May 2021 – August 2024

Patrick O’Sullivan, Village Clerk

May 2019

Keith Pekau, Mayor
Kathleen M. Fenton, Trustee
James V. Dodge, Trustee
Daniel T. Calandriello, Trustee
William R. Healy, Trustee
Cynthia Nelson Katsenes, Trustee
Michael R. Milani, Trustee

May 2017

Keith Pekau, Mayor
(No change in Trustees)

2015 – April 2017

Daniel J. McLaughlin, Mayor
Kathleen M. Fenton, Trustee
James V. Dodge, Trustee
Patricia A. Gira, Trustee
Carole Griffin Ruzich, Trustee
Daniel T. Calandriello, Trustee
Michael F. Carroll, Trustee
John C. Mehalek, Village Clerk

Inactive Directors / Department Heads

Communications & Marketing – Nabeha M. Zegar, May 2022 – March 2024
Development Services – Karie L Friling, January 2006 – September 2017
Finance – Annmarie K Mampe, August 2003 – May 2020
Finance – Kevin Wachtel, May 2020 – April 2024
Human Resources – Stephana M Przybylski, March 2007 – July 2020
Human Resources – Denise A Maiolo, June 2020 – December 2021
Human Resources - Christina A Hackney, March 2022 – April 2022
Information Technology - John F Florentine, July 2016 – January 2019
Information Technology – David Buwick, June 2019 – March 2023
Police Department – Joseph Mitchell, September 2020 – March 2022
Police Department – Tim McCarthy, May 1994 – August 2020
Public Works – John J Ingram, February 2012 – July 2019
Parks Department - Gary Couch, January 2017 – May 2020
Recreation & Parks Department - Nancy Flores, July 2019 – May 2020