

BID COVER

Procurement Division

(352) 334-5021(main)

City of
Gainesville

Issue Date: June 10, 2022

REQUEST FOR PROPOSAL: # RECX-220073-DM**City of Gainesville Sports Facility Feasibility & Pro Forma Study**

PRE-PROPOSAL MEETING: Non-Mandatory Mandatory N/A Includes Site Visit
 DATE: June 24, 2022 TIME: 10:00 A.M.
 LOCATION: MLK Recreation Center, 1028 NE 14th St. Gainesville FL 32601

QUESTION SUBMITTAL DUE DATE: July 1, 2022 5:00 P.M.

*All meetings and submittal deadlines are Eastern Time (ET).***DUE DATE FOR UPLOADING PROPOSAL: July 11, 2022 3:00pm**

SUMMARY OF SCOPE OF WORK: To find a qualified, experienced firm to conduct a thorough feasibility study of a potential expansion of an existing recreation center and multipurpose fields to a modern complex for competitive athletics.

For questions relating to this solicitation, contact: Darius McPhall, McPhallDT@gainesvillefl.gov

Bidder is not in arrears to City upon any debt, fee, tax or contract: Bidder is NOT in arrears Bidder IS in arrears
 Bidder is not a defaulter, as surety or otherwise, upon any obligation to City: Bidder is NOT in default Bidder IS in default

Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # 1, 2

Legal Name of Bidder: C.H. Johnson Consulting, Inc.DBA: C.H. Johnson Consulting, Inc.Authorized Representative Name/Title: Brandon Dowling, Principal, Director of Sports and EntertainmentE-mail Address: bdowling@chjc.com FEIN: 36-4074772Street Address: 6 E Monroe St., 5th Floor, Chicago, IL 60603Mailing Address (if different): SameTelephone: (312) 447-2008 Fax: (312) 444-1125

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

- Proposal is in full compliance with the Specifications.
 Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

SIGNATURE OF AUTHORIZED REPRESENTATIVE: SIGNER'S PRINTED NAME: Charles H. Johnson, President DATE: 6/29/22*This page must be completed and uploaded to DemandStar.com with your Submittal.*



RFP#: RECX-220073-DM

CITY OF GAINESVILLE

SPORTS FACILITY FEASIBILITY & PRO FORMA STUDY

Submitted to:

City of Gainesville

Submitted by:

Johnson Consulting in association with Infrastructure Consulting and Engineering

Date:

July 11, 2022



**JOHNSON
CONSULTING**



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July 11, 2022

Mr. Darius McPhall
City of Gainesville

Re: Request for Proposal #RECX-220073-DM City of Gainesville Sports Facility Feasibility and Pro Forma Study

Dear Mr. McPhall and Interested Stakeholders:

C.H. Johnson Consulting, Inc. (Johnson Consulting), in association with **Infrastructure Consulting and Engineering** (“ICE”), collectively the “Consulting Team,” is pleased to submit this proposal to prepare a Sports Facility Feasibility and Pro Forma Study for a potential future development of a rectangular sports facility/fieldhouse, expansion of the Martin Luther King, Jr. Recreation Center, Citizens Multipurpose Fields, and Citizens Field Stadium upgrades for the City of Gainesville (“City” or “Client”). Johnson Consulting will use proven methodologies for preparing accurate market research and financial models; demand projections; facility and space requirements; and economic, social and impact analysis, so that the Client group can confidently make the most informed decision about this potential new facility. This scope of work and the deliverables requested are very similar to the work we just completed for Pasco County and the recently opened Wiregrass Ranch Sports Campus indoor complex, and a project we are currently working on in Sarasota for Nathan Benderson Park.

Johnson Consulting is internationally recognized as one of the most comprehensive advisors on the feasibility of indoor/ outdoor multi-venue sports and recreation facilities and has a reputation for quality, integrity and success among facility owners and operators, developers and within the public finance community. Our firm works extensively in the area of recreation and sports complex business planning, tournament and event programming and development, and maximizing economic return from such venues. We also specialize in public vs. private partnership projects, feasibility studies, and can comprehensively evaluate management and operations strategies that will affect the performance of sports venues. As mentioned previously, we have worked, or are working, on very similar indoor and outdoor projects with the same set of services in Pasco County, as well as projects in other Counties throughout the state of Florida- Sarasota, St. Johns County, Hillsborough County, Citrus County, Volusia County, Brevard County, and Escambia County. Additionally, several other projects across the US have used our financial analysis for planning and finance purposes. These include sports complexes in Warren County, OH; Sandusky, OH; Glenview, IL; Dearborn, MI; Hartford, CT; New York City, NY; Dallas, TX; Mesa, AZ; Santa Clara, CA and many more.

Infrastructure Consulting & Engineering, PLLC (ICE) is an expert in transportation design and engineering services, providing superior consulting services to cities, counties, municipalities, the FDOT, and other state agencies throughout Florida. With their deep breadth of local government

City of Gainesville
July 11, 2022
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experience, coupled with their expertise in traffic engineering, ICE is qualified to serve as traffic consultant on this improvement project for the City of Gainesville.

Important key differentiators regarding the Consulting Team include:

- Johnson Consulting is purposely organized as an advisory practice of third party, objective consultants to ensure our clients receive the most informed and independent analysis; Johnson Consulting has worked on over 200 sports/event-centric projects with developers, towns, cities, counties and public agencies, which have achieved outstanding outcomes based on our recommendations.
- The President of our company and two staff members are native Floridians, and know the market, comprehensively. Jerry Dabkowski, of ICE, has worked extensively in the Gainesville market and attended the University of Florida.
- Proven collaborative processes that utilize appropriate market data, operational benchmarks and precise analytics so that our clients can confidently make the most informed decisions. Our team members have worked together for nearly 15 years on comparable studies.
- The Johnson Consulting Team promises executive level leadership throughout the study, with Charles Johnson, President serving as Project Executive and Brandon Dowling, Principal serving as Project Manager. Mr. Johnson and Mr. Dowling commit to day-to-day project involvement and have over 50 combined years of experience on comparable studies.
- Extensive sports and public assembly experience nationally that entails market assessment, competitive analysis and demand potential, financial and economic impact, construction cost estimates, funding strategies, management and operations advisory, public-private partnership advisory, complex business planning, and maximizing economic return from such venues.

We are available to begin work immediately and commit to delivering the highest quality product within a timeframe that meets your needs. Should you have any questions, please do not hesitate to reach out to Brandon Dowling at 312-447-2008 or bdowling@chjc.com. Thank you for your interest in our firm. We truly look forward to the opportunity of serving you.

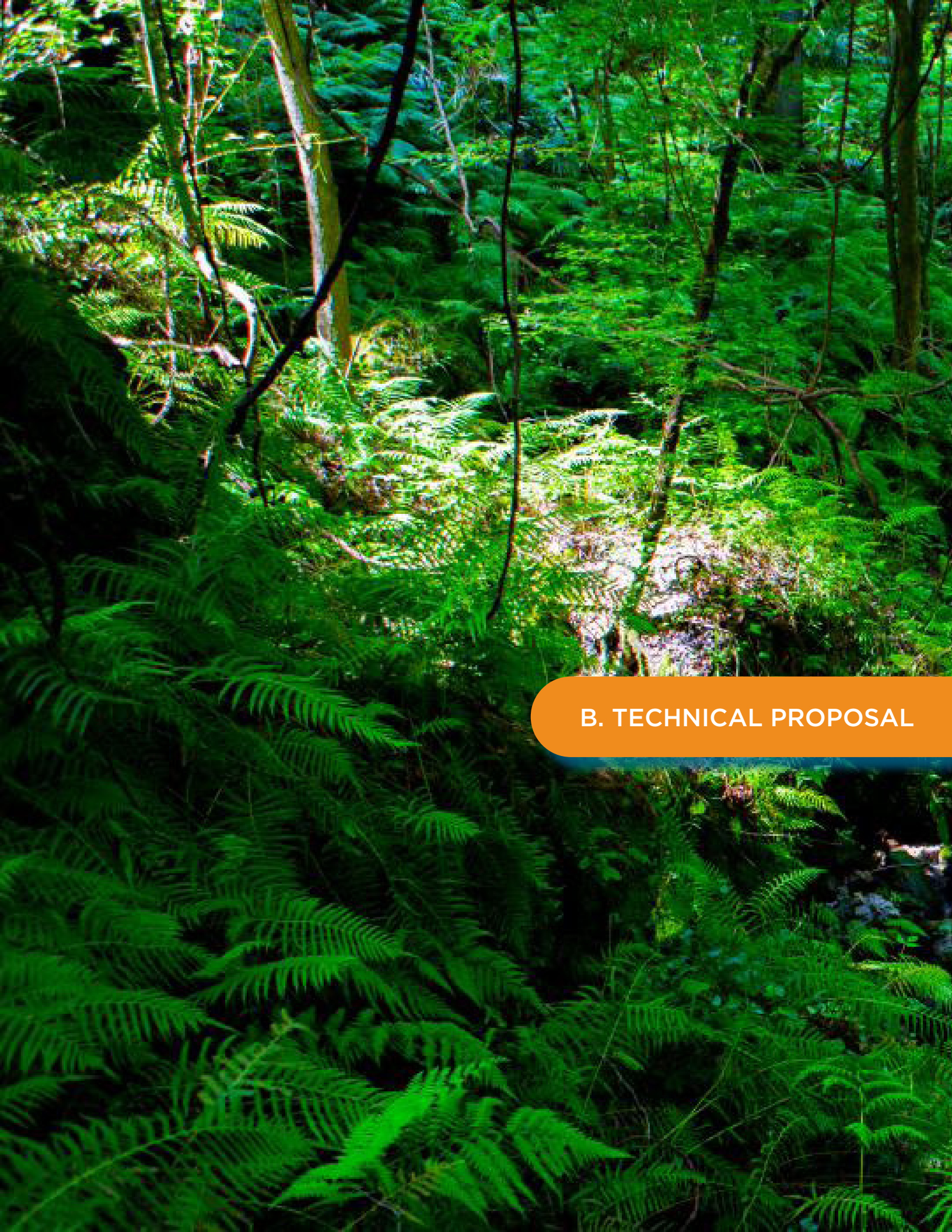
Sincerely,

C.H. Johnson Consulting, Inc.



Brandon Dowling, Principal

CC: Charles H. Johnson, IV, President



B. TECHNICAL PROPOSAL

UNDERSTANDING OF THE ASSIGNMENT

The City of Gainesville (“City” or “Client”) would like to invest in a rectangular sports facility and/or fieldhouse, expansion of the Martin Luther King, Jr. Recreation Center, Citizens Multipurpose Fields, as well as Citizens Field Stadium upgrades (“facility” or “sports complex”). It is anticipated that the expansion would include the following by project elements:

- **The MLK Center** will include at a minimum: 60,000 sq. ft. main building; 4 indoor basketball courts, full-size synthetic soccer field, stage/special event flooring, 2-lane mezzanine track, fitness facility expansion, café/grille, senior wing with 3-4 flexible room spaces, spectator seating for 2,000-3,000 guests, facility offices, first aid station, locker rooms, maintenance storage, restrooms, hallway extension to existing pool and renovations/upgrades to the existing pool.
- **Citizens Park Fields** are expected to include 6-multi-purpose rectangular fields, LED sports lighting on all fields, numbering on all fields, parking for 1,000+ cars, restroom facilities, synthetic/Bermuda turf, approx. 3-4 RV spaces, maintenance facilities, administration office and meeting rooms, a pavilion for hospitality services, paved trail around the facility, playground, outdoor fitness area, kicking, hitting walls, vending space for village events, staff event space, equipment storage facility, PA system for the entire complex, streaming technology and updated skate park to include covering for inclement weather.
- **Citizens Field Stadium** is expected to include: an increase in seating to approximately 8,000-10,000 seats, creation of a high school-sized track around the existing field, high school-sized football field in the middle of the stadium, synthetic field/Bermuda turf combination, maintenance entrance gate, four (4) locker rooms, press box, ticket booths, meeting rooms, fully equipped concession stand, scoreboards, PA system, and streaming Wi-Fi access.
- **Possible Indoor Ice Rink** is expected to include an indoor ice rink, restrooms/locker rooms, concessions, skate rental station, LED lighting, scoreboard, proper flooring, seating for rentals and hockey/practice matches.

Johnson Consulting will provide an analysis which includes a market, feasibility, and economic impact study for the proposed multi-sport indoor/outdoor facility, the proposed stadium, and potential ice facility. The study will provide projections of demand for indoor and outdoor space that will result in new overnight transient visitors, and recommendations of what sports and events (sporting and non-sporting) have the most potential for facility

revenue, overnight visitors and overall economic impact, projected direct and indirect rate of return for each opportunity including economic impact and the ability for the current market to support such a facility with projected trends in demand.

As the Client addresses the current opportunities that may be provided by the proposed sports complex and stadium upgrades, the following questions need to be addressed:

- **Research and Market Analysis:** What type of unique events can be attracted to the region given its existing infrastructure? What are the growth sports? What are the emerging trends? Is there a need for a specific sports focus? What sports are not offered in the region? What market characteristics lend support to a new facility? What unmet demand would a new facility accommodate? What is the balance between local community use versus tournaments?
- **Competitive Market/Facilities and Events Gap Analysis and Niche Identification:** Who will utilize the facilities and what are their needs, desires and expectations from a sports as well as non-sport user base? Does the existing inventory of facilities in the competitive marketplace support the current demand? Would a new facility would attract enough demand to ensure financial viability? What is the appropriate size of the facility? What are the best site locations for the new facility? What physical attributes should the facility have? How does the inventory of facilities compare to other competitive regions of similar size? Many of these questions have initial answers as noted in the RFP, but we will advise as needed on any suggested modifications or improvements.
- **Sports Facility Recommendations:** What are the facility's ideal configurations to capitalize on the market trends and ensure flexible use of space? Programmatically, what facility elements need to be provided in terms of number and types of surfaces, amenities, locker rooms, etc.?
- **Financing, Operations and Fiscal Impacts:** How will the facility operate from a destination sports/events programming, local usage, primetime vs non-prime, in-season and off-season, demand and financial perspective, as well as from a management and business-planning standpoint? What is the balance of benefits and risks relative to public vs private management as well as public/private ownership? What type of management structure and staffing plan creates the greatest efficiencies and ensures the highest level of user satisfaction? How are the Client's interests best served by the operations of the facilities? What economic and fiscal impacts will the proposed sports complex and event mix have on the region's room nights? What is the optimal delivery/ownership structure? Should the Client group consider a public-private partnership? What are other potential partnerships, local and regional that the Client should explore?

- **Parking and Traffic:** What are optimal traffic and parking strategies given the nature of the project and site?

Upon completion of our study, the stakeholders will have a clear understanding of the risks and rewards of a new facility and the type of events that should be targeted to generate the greatest return on investment.

SCOPE OF WORK

Johnson Consulting will follow a well-developed approach that we have successfully used in conducting similar studies for sports complexes throughout North America. Upon completion of the work areas listed above, the Client will have a clear understanding of the complements this project may engender, risks and rewards of future facility development to generate the greatest return on investment and economic impact for the City and its residents.

PHASE 1 - MARKET NEEDS ASSESSMENT

TASK 1 – DATA COLLECTION AND NEEDS ANALYSIS

Johnson Consulting will meet with Client representatives to develop clear lines of communication and review project methodology. We will also use this opportunity to begin project fieldwork. We will:

- Hold a workshop with the City staff and other identified stakeholders to define and prioritize the near and long-term strategic objectives and how the analysis will achieve the desired outcomes; Discuss the thinking that has resulted in the proposed plan, as outlined in the RFP. Define what is set in stone and what is still subject to change.
- Review current facility offerings and their operating profile and financial and staffing structure currently.
- Analyze industry trends, tourism market, and community needs and desires.
- Gather and analyze background information related to the project, as well as any prior research or analyses that has been conducted by, or for, the Client.
- Meet with regional youth league/recreation groups, competitive travel teams, adult league/recreation groups, regional school districts, Parks and Recreation Departments, high schools, universities and colleges, and other stakeholders to identify programmatic and facility's needs, future projections of participation, and key issues.

- Tour the area's existing sports complexes, attractions and current sports facilities.
- Identify competitive and comparable markets for use in developing case studies regarding innovative facility strategies and development approaches; identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Hold various meetings with relevant parties, as described in the tasks below.

TASK 2 – STAKEHOLDER INTERVIEWS/COMMUNITY OUTREACH PLAN

Early in the process, we will conduct public outreach and stakeholder interviews with City officials in order to understand their vision for sports in the City, as well as focus groups with sports leagues, City staff, local businesses, meeting planners, event promoters, school districts, universities and colleges, external organizations, and residents that would potentially use the proposed facilities, to understand current views of youth sports. This analysis is important to identify and determine community needs and to inform the types of facilities the region should target. We can solicit user needs through two methods: public meetings and a web-based questionnaire.

The information garnered through the public meeting(s) and a web-based survey will assist in determining: usage rates at regional sports facilities; level of satisfaction with offerings at existing facilities, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

We will undertake the following stakeholder and community engagement efforts:

- Collaborate with Client representatives regarding appropriate candidates to interview, such as City Council, High School representatives, County Staff, including maintenance and operations staff and others to be designated regarding present and needed services, finances, staffing, sports spaces and staff spaces.
- Conduct outreach to local sports groups, traveling sports groups, sports leagues throughout the Gainesville area and the region.
- Hold a minimum of one meeting with the general public, focus groups, charettes and/ or other required public meetings involving City staff, City Council, community leaders, sports clubs, and members of the general public in order to educate the public about the City's planning process and to gather information about the community's sporting and tourism needs and aspirations.

The information garnered through these efforts will assist in determining the following: usage rates at regional sports facilities; level of satisfaction with existing facilities offerings, including amenities, capacity, programming, etc.; and other facilities and markets of interest to the users.

TASK 3 – DEMOGRAPHIC AND SOCIOECONOMIC ANALYSIS

Johnson Consulting will evaluate the demographic and socioeconomic characteristics of the market area. This data is very important because in many markets, the local and regional market and its economic clusters provide much of the potential demand. Our analysis will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be gathered and analyzed will be:

- Population and demographic trends and market psychographic profiles.
- Income and employment trends, including any major employers expected to enter or leave the market.
- Competitive and complementary facilities in the immediate and broader regions.
- Colleges and universities in the area that could utilize the proposed facility.
- Emerging or established business clusters that would benefit from, the facility.
- Transportation and access.
- Hotel supply and growth patterns as well as historical seasonality of hotels. This will allow us to interpret the local community's ability to host tournaments.
- Portfolio of facilities, including sports complexes, collegiate, and high school offerings throughout the region, including an inventory of any proposed facilities and those currently under construction. This will assist us in determining whether there are any gaps in the market due to a lack of supply.
- National and regional sports participation rates.
- Sports and tourism marketing resources and strategies currently in place.

TASK 4 – COMPETITIVE SET ANALYSIS

Johnson Consulting will inventory and assess the current venue and event offerings in Gainesville and the region (within a 200-mile radius) in order to understand their potential and potentially identify facilities that have become obsolete or non-competitive. This will help determine that the opportunity that exists for new facility offerings. Among the factors

to be analyzed for each facility scenario include:

- Facility offerings, marketing, and site plans;
- Map of competing facilities showing facility names and distance to Gainesville;
- Ownership and management structure;
- Marketing, event recruitment and level of funding analysis;
- Number of events, by type and attendance;
- Programming and relative level of usage at the facilities versus other comparable facilities;
- Local athletic and recreational leagues and trends;
- Levels of club, league and sponsorship interest in the various sports programs;
- Revenue and expenses, required funding subsidies, and sources of revenues that have been used to pay for operations and capital costs; and
- Public support, operating or otherwise.

TASK 5 – PARTICIPATION TRENDS AND COMPARABLE MARKET ANALYSIS

In conjunction with the City, and appropriate stakeholders, we will select six comparable markets in the Eastern United States that may offer innovative ideas with respect to facility offerings, sports/event tourism, performance as well as general community development related to increasing types of events and/or increasing stays at overnight lodging facilities. We will interview facility management and compile statistical data on the size, quality and performance of these facilities/markets, including demand and operational information. We will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats (SWOT) and it will result in a positioning strategy. We will analyze the following: existing/proposed sports/event facilities and level of usage; facilities user profile, including educational institutions, recreation sports leagues, tournaments, youth leagues, etc.; volume of sports events held in the area; type of events held in the area; and economic impact.

Per the RFP, the following will be examined for six benchmark facilities, which we will identify with the County:

- Summary/Overview
- Facility Description, Characteristics & Features

- Target markets
- SWOT Analysis of facility
- Typical Annual Activities/League/Usage Calendar
- Rental Rates
- Detailed revenue and expense statements that tie into the demand schedule
- Staffing Model – Organizational Structure
- Hotel Infrastructure
- Operations
- Facility Rentals:
 - Rental fees
 - League fees
 - Program fees

Johnson Consulting has an unmatched database of financial and operating data for sports/event facilities of all types throughout the U.S. In addition, we have working relationships with numerous sports facility management companies and all sanctioning bodies that will provide us with a comprehensive understanding of best practices and what the costs and benefits of a new sports facility could be for the City of Gainesville. Case studies based on analytics of the specific relevant information will be summarized and analyzed in our report to illustrate best practices to achieve desired outcomes.

TASK 6 – USER AND GAP ANALYSIS

Early in the process, Johnson Consulting will encourage public input and will host workshops with focus groups, sports leagues, school districts, universities and colleges, external organizations, and residents that would potentially use regional sports facilities. This analysis is important to inform the number of courts and fields, as well as specific features the region should target for the proposed facility. We will solicit user needs through two methods:

- **Public Meeting:** Working with the City, we will solicit public input for the value it provides in assessing the needs and opportunities in the local market.
- **Survey:** Johnson Consulting will prepare a web-based survey aimed towards youth sports leagues and community residents.

Through the public meeting(s) and survey, Johnson Consulting will determine:

- Usage rates at regional sports facilities.

- Level of satisfaction with existing facilities offerings, including amenities, capacity, programming, etc.
- Other facilities and markets of interest to the users.

We will analyze the results with the information obtained from the preceding tasks, segmenting the analysis by type of facility. At the conclusion of this analysis, we will identify any level of unmet needs and demands in the local area as well as any sports needs and demands in the broader regional market. If we determine a “gap” exists in the market, we will evaluate the potential for expanding or constructing a new facility by type in the region.

TASK 7 – FACILITY PROGRAM RECOMMENDATIONS

The market analysis will result in recommendations regarding the appropriate facility program for the proposed facilities. We will prepare preliminary program recommendations, and we will work with an independent cost estimator and experienced regional builders to develop a range of probable construction and we will also budget for initial preopening and startup costs. Additionally, we will provide comments on certain parameters and aspects associated with good design and proper program elements, as well as recommendations for the site and facility that may not have been considered in previous planning for the proposed facilities. If the analysis indicates a multi-phased offering over time, we will discuss this with Client representatives. Factors to be addressed include:

- Optimum size and type of the facility components;
- Site and facility layout options;
- Confirmation of the number of fields/courts;
- Amenities for additional sports/recreation opportunities;
- Revenue enhancing strategies;
- Spectator access and seating;
- Support space, i.e. team rooms, locker and dressing rooms, administrative offices, if appropriate;
- Equipment and operations storage;
- Dining, concessions and other retail elements;
- Entrance and lobby areas;
- Transportation infrastructure;
- Parking;
- Adjacent land use opportunities;

- Urban design;
- Ways to expand/improve partnerships between community groups, and other public/private organizations currently providing sports and recreation opportunities to Gainesville residents and the region;
- Other relevant aspects.

TASK 8 – DEMAND PROJECTIONS

Based on the market analysis and performance of comparable facilities, Johnson Consulting will develop attendance figures for different types of events that would be expected to be held at the proposed facilities, including sports events (i.e. leagues, clinics, classes, tournaments, camps), along with concerts, family shows and other community events. This demand projection will specifically address the following:

- Event days by type of event;
- Leagues, camps, clinics, primetime vs non-primetime
- Number of tournaments/daily use;
- Attendance by event type;
- Special events;
- Achievable pricing levels;
- Advertising and Sponsorship opportunities;
- Any non-sports demand;
- Total use days;
- Room nights generated; and
- Visitor spending.

We will provide demand projections for the proposed facility for startup costs and for the first 10-year operating period, as follows:

- **Development of long-range demand projections** addressing the number of events, number of event days, number of attendees, and the amount of space required for the various event types.
- **Testing of demand projections** using a ‘Top-down’ approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market and anticipated future market share.

TASK 9 – PRO FORMA PREPARATION

Based on our knowledge of sports complex operations and experience with similar facilities, current operations within the City, and other sources, we will develop estimates of income and expenses from various sources, including, but not limited to, sponsorships, advertising, concessions, and other non-traditional funding sources. As part of its analysis, we will develop a detailed financial model that considers all factors that will affect the recommended development's performance. We will certainly reflect on the six case studies that we develop in the previous steps.

The feasibility study will include a financial proforma statement for recommended facilities that summarizes a pre-opening period and a 10-year projection of revenues, expenses, net operating income and debt service throughout the period of the projections. We have numerous structures and modules in our model. We will work with the City to understand how sports facilities are currently shown and use the current city structure

The analysis will document our recommended approach to delivery of services, such as staffing, food and beverage, parking, and other major line items affecting the operation, thus providing the reader with a clear understanding of how the facility will earn and spend money, fit into the broader operations of the City, and what the expected financial picture will be at the end of each year. To the extent that public dollars are to be used to support operations, capital improvements, or other items, these sources will be considered and integrated into the financial analysis.

TASK 10 – FISCAL AND ECONOMIC IMPACT

Based on the facility's projected demand schedule and assumptions regarding origin of attendees, as well as the local and regional tax structure, Johnson Consulting will project the economic and fiscal impacts that will accrue in the market, specifically for the City of Gainesville, as a result of the operations at the proposed facilities. The analysis will consider direct spending impacts, and indirect and induced impacts, fiscal impacts, and local employment and income impacts based on standard multipliers of direct impacts.

Johnson Consulting will evaluate the business case for the project's development by preparing an economic and fiscal impact analysis, including the benefits from facility development during construction and from annual operations of the proposed facilities.

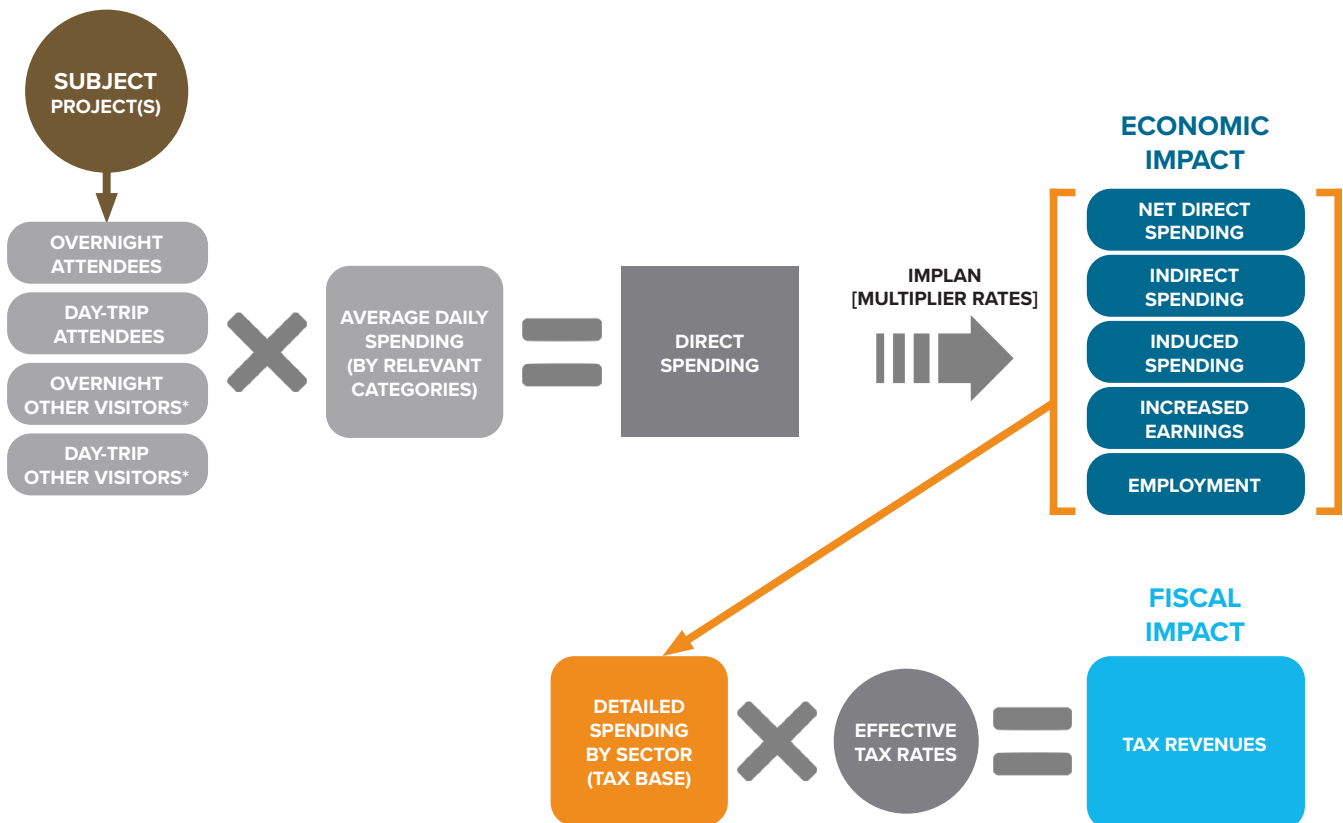
The presentation of our economic and fiscal impact analysis will include the following:

- **Baseline Assumptions:** Our model will develop variables for visitor spending, promoter spending, attendee origin, and other information. From our discussions with event managers and collection of secondary data, Johnson Consulting will have the necessary

information on event attributes and attendee origin, attendee length of stay, percent of attendees who will likely stay overnight, and other significant variables.

- **Direct Spending Estimates:** The analysis will estimate the direct spending of attendees and promoters for use in the projections.
- **Fiscal Impact Analysis:** The fiscal impact analysis will quantify what the local and state governments will receive from the development of the project. If applicable, we will estimate annual tax dollars returned to the state and local governments as a result of increased business activity and personal income associated with the construction and operation of the complex.
- **Supplier Business Profit:** Leagues, restaurants, retailers, hotels and event organizers want to see what these facilities will offer in relation to their existing operations. We will quantify what the facilities will mean to these types of businesses, if they are built/ upgraded. The economic impact analysis will also include a refined projection of the incremental number of annual room nights generated by the facility’s demand, based on event and attendee characteristics and the projected demand schedules.

If the Client wishes to have justification for indirect and induced spending, we are experienced in using both RIMS and Implan, which are nationally recognized and generally accepted input-output models.



TRAFFIC STUDY (OPTIONAL, PRICED SEPARATELY)

In Johnson Consulting’s experience on many similar studies, we find that the feasibility work we perform ultimately informs the magnitude of traffic impacts. The size and extent of our recommendations will directly impact the proposed utilization at the venue, which ultimately will dictate the level of work needed to perform a traffic study. Below, a scope of services is provided by the Infrastructure Consulting & Engineering (ICE) Team that may vary depending upon the findings and conclusions of the feasibility work. At this time, we offer this as an optional service.

The ICE Team will closely coordinate with the City of Gainesville Engineering staff and the project team to conduct the traffic analysis for existing conditions as well as the proposed conditions covering up to a total of 10 intersections (signalized and unsignalized) in the vicinity of the project site. Any potential new intersections which may be created in the study process will also be added to the study network. The future traffic will be estimated based on the guidelines provided in the latest ITE Trip Generation manual as well as the traffic growth trends observed locally. Based on the level of service estimated for the intersections and site access driveways on event days at the complex, mitigation measures will be developed to improve the traffic flow. Access management strategies and internal circulation plans will be developed to facilitate efficient ingress of traffic into the facility. As part of this study, our team will also develop an “Exit Plan” for the event traffic to depart from the facility safely and efficiently.

DETAILED SCOPE OF SERVICES

Following the authorization to proceed, we will meet with the City of Gainesville traffic engineering staff and FDOT to learn about their key concerns and specific analysis they may request to be incorporated in the study.

ICE will be responsible for the following tasks:

TASK 1 – TRAFFIC ANALYSIS

- Obtaining available traffic volumes and roadway data for the existing roadway system.
- Conducting project vicinity field reconnaissance.
- Conducting Traffic Counts at up to 10 (signalized and unsignalized) intersections in the vicinity of the project site.
- Determining traffic generation characteristics of the proposed land uses.

- Determining directional distribution of site-oriented traffic.
- Conducting capacity analysis in accordance with the procedures set forth in the Highway Capacity Manual (HCM) for the AM and PM peak hours, for the study intersections.
- Conducting Capacity analysis for existing conditions, background conditions, proposed conditions, and future conditions (Full Build Out + 5 years) as per City requirements.
- Conducting Left Turn Warrant Analyses for minor street locations as needed (at up to 4 locations).
- Compare existing conditions with proposed conditions to determine the impacts.
- Recommending mitigation measures.
- Analyze capacities of ingress and egress driveways/intersections.
- Recommend required number of lanes at the ingress/egress driveways.
- Identify current parking facilities within the site.
- Determine the future parking demand evaluate proposed parking capacity.
- Evaluate the pedestrian facilities in the vicinity of the project site.
- Preparation and submittal of the traffic study report, documenting all the collected traffic data, analysis and findings to the Client, City of Gainesville, and FDOT.
- Attending up to 5 meetings with the Client and City of Gainesville.
- Incorporating comments from the client and the City and providing final report to the client.

TASK 2 – SITE TRAFFIC CIRCULATION PLAN AND PARKING ANALYSIS

- Develop up to two (2) site traffic circulation plans based on Parking layouts and location of facilities.
- Review City of Gainesville’s parking requirement and assist the design team identify optimal parking locations within the site.
- Develop access management strategies to facilitate safe and efficient ingress and egress into the complex.
- Identify potential location for shuttle drop-off/pick-up in case a remote parking facility is identified.

TASK 3 – DEVELOP PLANS FOR POST EVENT TRAFFIC MANAGEMENT

- Develop “Exit Plans” for both vehicular and non-vehicular traffic from the project site following the completion of a major(at-capacity) event.
- Develop signal timing plans which can be activated by the City Team to allow event traffic to enter/exit the complex on an event day.

REPORTS AND MEETINGS

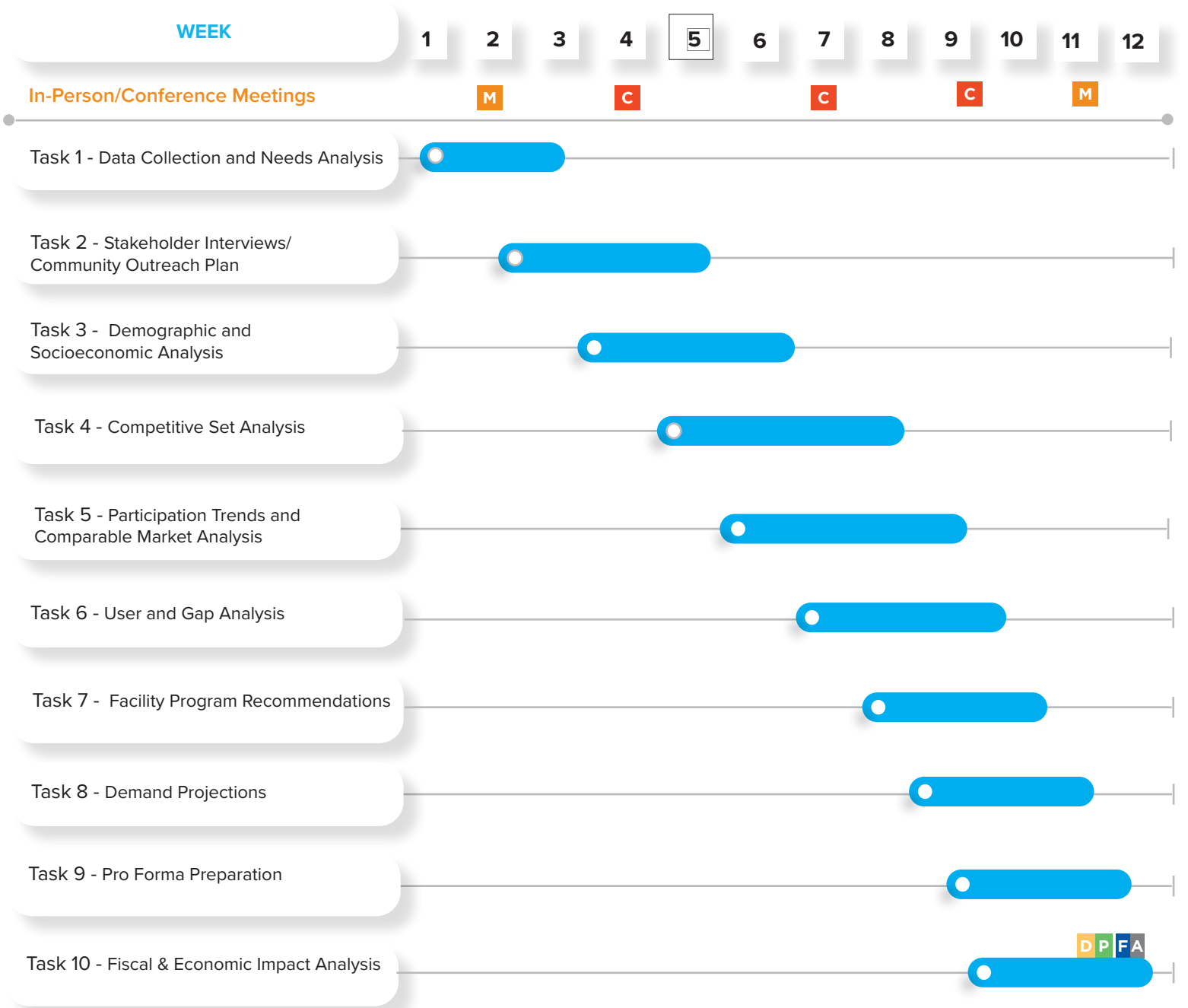
We are noted for the clarity, simple sophistication, and quality of our reports. The following are deliverable products that we will provide to Client representatives:

- **Draft Report:** Will be provided to Client representatives at the completion of Task 10. The Draft Report will include fully documented findings and recommendations, and will be accompanied by appropriate graphics and presentation material. Following the issuance of the Draft Report, Johnson Consulting will discuss our findings with Client representatives.
- **Presentation:** A PowerPoint presentation detailing our findings and recommendations will be provided following the issuing of our Draft Report. Johnson Consulting will present to the City of Gainesville, if requested.
- **Final Report:** : A fully documented Final Report addressing all Client comments and refinements will be provided.

We have budgeted for a minimum of three formal meetings – at kickoff, midpoint workshop, and a final workshop to present the findings and recommendations of our study. Our staff will also be in the market to conduct fieldwork, interviews, and focus group meetings, at other points during the study process. We will be available for meetings and workshops during these fieldwork trips and via conference calls at other times throughout the study period. Due to the Covid-19 pandemic, our team is adept at conducting virtual meetings, as well as in-person meetings, depending upon client preference.

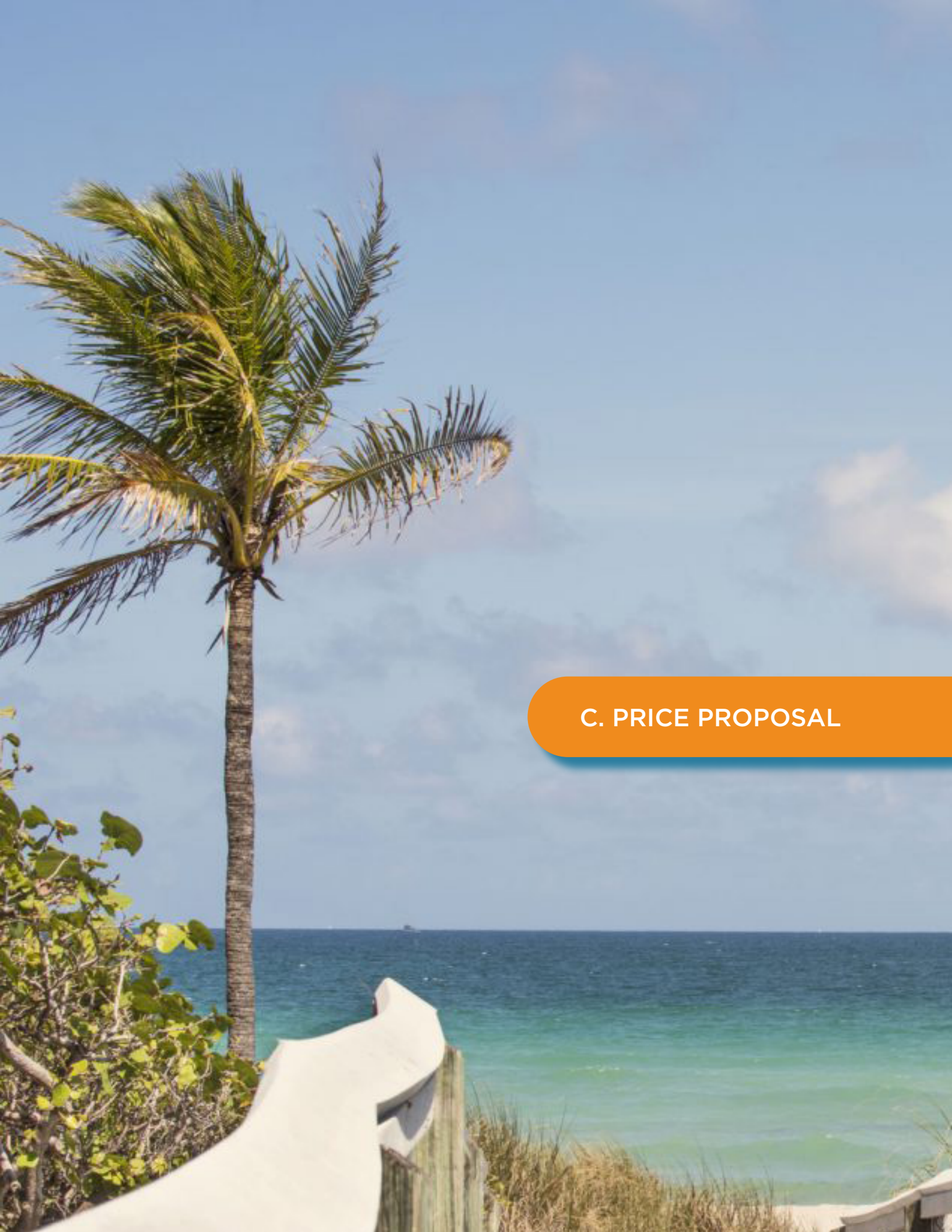
Johnson Consulting will exceed all of the Client’s requirements and expectations relating to this study. We will achieve this by working closely with Client representatives, in person and through regular conference calls, to ensure the timely delivery of a study that accurately meets the needs and requirements of the Client, and addresses all relevant questions and concerns that arise during the study period. We truly look forward to the opportunity of serving you.

PROJECT SCHEDULE



- C Conference Calls
- M Meeting/Workshop
- D Draft Report
- F Final Report
- P Presentation
- A Acceptance of Final Report

* Schedule is tentative and subject to change



C. PRICE PROPOSAL


PROPOSED FEES

TASK	FEES
WORK PROGRAM	
Task 1: Data Collection and Needs Analysis	\$6,000
Task 2: Stakeholder Interviews/Community Outreach Plan	\$8,000
Task 3: Demographic and Socioeconomic Analysis	\$5,000
Task 4: Competitive Set Analysis	\$6,000
Task 5: Participation Trends and Comparable Market Analysis	\$5,000
Task 6: User and Gap Analysis	\$6,000
Task 7: Facility Program Recommendations	\$6,000
Task 8: Demand Projections	\$7,500
Task 9: Pro Forma Preparation	\$7,500
Task 10: Fiscal & Economic Impact Analysis	\$7,500
Total Anticipated Fee Budget	\$64,500
Maximum Expense Budget	\$5,500
Total Fee	\$70,000

Expenses will only be billed if incurred, and include travel expenses and data purchase. Expenses will be billed at cost.

The optional traffic study would be an additional \$40,000-\$60,000 based on the exact scope which can only be defined with more information from the client and the results of the feasibility work. We would be pleased to discuss this further, if necessary.

JOHNSON CONSULTING STANDARD HOURLY RATES

 JOHNSON CONSULTING	Hourly Rate
Project Executive	\$350
Senior Consultant/Project Director	\$275
Project Consultant	\$200
Administrative Support	\$85



D. QUALIFICATIONS

ABOUT JOHNSON CONSULTING

C.H. Johnson Consulting, Inc. (Johnson Consulting) is a Subchapter S corporation. The firm was founded in 1996 and headquartered in Chicago, Illinois. Johnson Consulting has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on economic, market, and financial analysis for a variety of land uses, including: sports venues, convention centers, hotels, retail, housing, and specialized development throughout pre-development and through continuing operation.

Our professionals at Johnson Consulting have been leaders in the sports and real estate planning and consulting fields for several decades. We are nationally recognized for our market research, deal structuring, and consulting expertise for sports facilities and associated real estate districts. Our firm is an industry leader in market and case study analysis, economic and fiscal impact projections, operational audits and strategic planning for municipalities, authorities, universities, and economic development agencies. We regularly work on complex sports facility projects, including: multi-use complexes, stadiums, arenas, recreation centers, and indoor practice facilities. We also specialize in public-private partnerships and the utilization of alternative funding strategies to execute development projects.

The majority of our clients are both public sector agencies and quasi-governmental agencies, although we perform studies for a number of private developers and sports owners. With both public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight, and recommendations for various youth sports complexes, stadiums, and arenas across the nation. Additionally, we have provided services to many types of professional sports, including: NFL, NHL, NBA, and MLS. Our knowledge of sports, tourism, hotels, retail, residential and general real estate helps us devise real estate strategies around projects, which successfully secures proper funding.



+25 YEARS

CONDUCTING ECONOMIC, MARKET
AND FINANCIAL ANALYSIS
FOR PUBLIC ASSEMBLY FACILITIES



20,000

BUILT HOTEL ROOMS



+200

SPORTS FACILITIES STUDIED



\$100B

IN PROJECTS BUILT



+1,000

PROJECTS/ASSIGNMENTS

PRIMARY CONTACT

Brandon Dowling
6 East Monroe Street, Fifth Floor
Chicago, Illinois 60603
312.447.2008
bdowling@chjc.com

FIRM OVERVIEW



Infrastructure Consulting & Engineering, PLLC (ICE) is an expert in transportation design and engineering services, providing superior consulting services to cities, counties, municipalities, the FDOT, and other state agencies throughout Florida. With our deep breath of local government experience and immediate availability, coupled with our expertise in traffic engineering, ICE is qualified to serve as traffic consultant on this improvement project for the City of Gainesville.

As a seasoned consulting engineering firm with 365 employees, including 105 licensed professionals, ICE is currently providing professional services throughout the United States from our 19 locations, including five offices in Florida.

The ICE Team offers skilled and experienced staff to provide high-quality professional consulting services in all facets of transportation engineering including traffic engineering studies, design, and systems engineering. Key elements of the qualifications demonstrate the ICE Team as a valuable and committed consultant are summarized below:

- **Client Empowerment** | The ICE Team will not only address the challenges of the site but will empower the City with the tools/products which can best be used to address other infrastructure needs within the City.
- **Project Approach** | The ICE Team has developed a complete project approach which has elements such as “Root Cause Analysis” that will allow our Team to explore tasks beyond those listed in the Request for Qualifications. Our familiarity and understanding of the City’s project objectives will allow our Team to successfully deliver the services required for this Project.
- **State-of-the-Art Tools** | The ICE Team has the available manpower to provide all work required in an expedient manner, utilizing state-of-the-art traffic engineering, and transportation modeling software/tools.
- **Experienced Team** | The Team proposed for this contract has the technical competence, ability, and resources to perform all of the services required and will work together as a unified team to meet the City’s goals for this Project. The team members have the experience of providing similar services in various parts of Florida, Texas, South Carolina, Georgia, and North Carolina. The ICE Traffic Engineering team will be supported by highly qualified staff, licensed engineers, and professionals with exemplary experience in their respective fields of expertise.

It is the Firm’s mission to provide innovative and efficient transportation engineering solutions with personal client service that exceeds expectations for accessibility and responsiveness. The key personnel identified in this response will be the individuals performing the work required for the traffic engineering services. These professionals have been assigned not only for their capabilities, but for their proven track record of delivering successful municipal projects.

JOHNSON CONSULTING'S SERVICES



CONSULTING SERVICES

Market & Demand Analysis
Proforma/Financial Analysis
Economic & Fiscal Impacts
Strategic Master Planning
Expansion/Renovation Analysis
Funding Strategies

Project Financing Analysis
Tax Analysis & Projections
Asset Valuation
Sensitivity/Gap Analysis
Owner's Representation
Site Analysis

Manage RFP/RFQ Solicitations
Operational Audits
Naming Rights Valuation
Negotiation Assistance
Public-Private Partnerships (P3)
Public Engagement

FLORIDA EXPERIENCE

RECENT AND ONGOING

Panama City Beach

Convention Center Market Analysis

Grand Panama Convention Center & Headquarters Hotel Feasibility Analysis

Pensacola Bay Center Feasibility Analysis
Pensacola, FL

Minor League Baseball Stadium Analysis
Ocala, FL

Consultant for Convention Center/Multi-Purpose Facility Feasibility Study
Marion County, FL

Strategic Sports Tourism Study
Citrus County, FL

Pasco Wiregrass Park Indoor & Outdoor Multi-Purpose Sports Complex Analysis
Pasco County, FL

Clearwater

Clearwater Economic Development

Ruth Eckerd Hall Feasibility Analysis

Gary Sheffield Sports Village Market Feasibility, Economic & Fiscal Impact and Advisory Services
Plant City, FL

Tampa

Alfredo's Lifestyle Cigar Lounge Feasibility Analysis

Tampa Sports Authority Strategic Plan Development

Tallahassee

Florida State University Arena District

Florida A&M University Pre-Development for Student Housing

Florida State University Feasibility Analysis and Funding Strategy

St. Johns County

Arts and Cultural Center Market Analysis and Feasibility Study

Sports Tourism Marketing Strategy

Palm Coast

The Palm Coast Cultural Arts Complex Feasibility Study

Daytona Beach

Embry-Riddle Aeronautical University Conference Center Feasibility Analysis

E-Zone Master Plan Development

Ocean Center Expansion Analysis

Volusia County Fair & Expo Center Expansion Study
DeLand, FL

Apoka Civic Center Feasibility Analysis
Apopka, FL

Ocoee Multi-Purpose Events Center Feasibility Analysis
Ocoee, FL

Orlando

Orange County Convention Center Feasibility Analysis

University of Central Florida Arena Feasibility Study

Space Coast Stadium Feasibility Analysis
Brevard County, FL

Airport Land Hotel Feasibility Study
Melbourne, FL

Developer Selection and Negotiations Services
Fort Pierce, FL

Florida Atlantic University Football Stadium Analysis
Boca Raton, FL

Ft. Lauderdale/Broward County Conventino and Tradeshow Strategy Development
Ft. Lauderdale, FL

Osceola County

Osceola County Convention Center and Hotel Feasibility Analysis

Osceola Heritage Park Full Market, Operational, and Financial Analysis

World Expo Center and Hotel Market Analysis

Doral

Aquatic Center Feasibility Analysis

Convention Center Feasibility Analysis

Performing and Cultural Arts Center Feasibility Analysis

Miami

Florida International University Ocean Bank Field Market and Financial Analysis

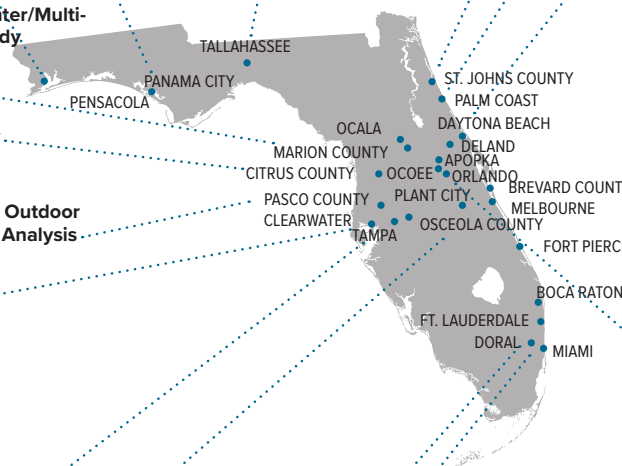
Miami Beach Center Redvelopment Analysis

Proposed Casino Economic Analysis

Proposed Convention Center - Downtown Miami Feasibility Analysis

Proposed Mixed Use Development Analysis

World Trade Center Development Market Analysis



CHARLES H. JOHNSON IV

PRESIDENT & CEO / PROJECT EXECUTIVE, JOHNSON CONSULTING



PROJECT EXECUTIVE

AREAS OF EXPERTISE

Sports Facilities Development & Expansion
 Tourism Strategic Planning
 Hotel/ Mixed Use Development
 Developer Solicitation and Negotiation
 Real Estate Market and Finance
 Economic and Fiscal Impact Analysis
 Tax Revenue Projections

YEARS OF EXPERIENCE

With CHJC: 26 Years
 With Other Firms: 13 Years

EDUCATION

MBA Finance
 Florida State University

BA Real Estate & Hospitality
 Florida State University

PROFESSIONAL CONFERENCES & AFFILIATIONS

International Association of Venue Managers (IAVM)
 Destinations International (DI)
 International City/County Management Association (ICMA)
 International Economic Development Council (IEDC)
 Managers World Trade Centers Association (MWTCA)
 Urban Land Institute (ULI)

Charles is a nationally recognized real estate consultant with over 35 years of experience in the general real estate, hospitality, convention, and sports consulting fields. He has worked on over 1,500 public assembly and urban development consulting assignments in the U.S. and abroad. Charles has participated in various aspects of real estate and hospitality development, which has allowed him to develop an extensive knowledge of the requirements for appropriate substantiation for funding and operations of a wide array of projects, ranging from sports facilities to hotels to urban redevelopment projects. This has earned him an international reputation among public agencies, developers, and real estate professionals.

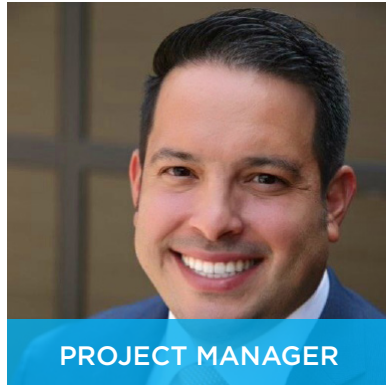
Prior to forming Johnson Consulting, Charles was Director of KPMG Peat Marwick’s Convention, Sports and Hospitality Consulting practice. He worked with Laventhol and Horwath’s real estate consulting division and as an employee at two other real estate development firms.

PROJECT EXPERIENCE

- **Nathan Benderson Park Feasibility Study** (Sarasota, FL)
- **Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management** (Pasco County, FL)
- **Economic and Fiscal Impact Analysis for TIF District – Jacksonville Live! Sports and Entertainment District** (Jacksonville, FL)
- **Heritage Park Full Market, Operational, and Financial Analysis** (Osceola, FL)
- **A Vision for Downtown Clearwater ULI Panel Member 2014** (Clearwater, FL)
- **Sports Village Market Feasibility, Economic & Fiscal Impact and Advisory Services** (Plant City, FL)
- **Citrus County Sports Tourism Strategy** (Citrus County, FL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Ruth Eckerd Hall Economic & Fiscal Impact Analysis** (Clearwater, FL)
- **E-Zone Master Plan** (Daytona Beach, FL)
- **Proposed Mixed Use Development** (Sweetwater, FL)
- **Tampa Sports Authority Strategic Plan Development** (Tampa, FL)

BRANDON DOWLING

PRINCIPAL / PROJECT MANAGER, JOHNSON CONSULTING



PROJECT MANAGER

AREAS OF EXPERTISE

Sports Facility Operations
Sports Complex Development
Sports Tourism
Real Estate Market and Finance
Economic and Fiscal Impact Analysis
Tax Revenue Projections
Naming Rights Valuations
Business Management
Business Development and Marketing
Client Relations
RFQ/RFP Solicitations

YEARS OF EXPERIENCE

With CHJC: 14 Years
With Other Firms: 2 Years

EDUCATION

Business & Urban Planning
Arizona State University

PROFESSIONAL CONFERENCES & AFFILIATIONS

National Association of Sports Commissions (NASC)
International Association of Venue Managers (IAVM)
Association of Luxury Suite Directors (ALSD)
National Association of Collegiate Directors of Athletics (NACDA)
Public Private Partnership Conference (P3C)

Brandon specializes in market and financial analysis for sports and entertainment facilities. Brandon provides analysis through experience with financial modeling, research, data analytics and industry best practices. He is also experienced in economic and fiscal impact analysis and has assisted cities and communities in their application for Tax Increment Financing (TIF) and/ or other public funding. Since joining Johnson Consulting in 2008, Brandon has completed over 75 sports facility feasibility studies, which has resulted in over \$500 million in successful sports venue developments. Brandon is eager for the opportunity to work on this exciting project, given his life-long residency in the Chicago Southwest Suburbs.

PROJECT EXPERIENCE

- **Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management** (Pasco County, FL)
- **Nathan Benderson Park Feasibility Study** (Sarasota, FL)
- **Citrus County Sports Tourism Strategy** (Citrus County, FL)
- **Sports Tourism Marketing Strategy** (St. Johns County, FL)
- **Feasibility Study, Business Plan Review, Comparable Facilities Analysis, Economic/Fiscal Impacts Analysis for a Sports Complex** (Yakima, WA)
- **Glenview Ice Center Market Assessment and Feasibility Study** (Glenview, IL)
- **Indoor Sports Complex Market and Financial Feasibility Analysis** (Hammond, IN)
- **Indoor Youth Sports Feasibility and Market Assessment Study** (Branson, MO)
- **Management Solicitation and Advisory Services for a New Indoor Sports Complex** (Sandusky, OH)
- **Solicitation and Advisory Services for the Potential Indoor Sports Complex** (Fox Cities, WI)
- **Sports Complex Market Assessment and Financial Analysis** (Homer Glen, IL)
- **Sports Complex Market and Feasibility Study** (Dearborn, MI)
- **Sports Market Business Strategy** (Morgan Hill, CA)
- **Youth Sports Market Assessment and Strategic Tourism Study** (Monroe-West Monroe, LA)

RYAN JOHNSON

PRINCIPAL / PROJECT ADVISOR JOHNSON CONSULTING



AREAS OF EXPERTISE

Convention/Conference Center Feasibility Analysis
 Real Estate Market and Finance
 Economic and Fiscal Impact Analysis
 Tax Revenue Projections
 Business Management & Client Relations
 Strategic Planning
 Developer Solicitation and Negotiation

YEARS OF EXPERIENCE

With CHJC: 15 Years
 With Other Firms: 4 Years

EDUCATION

International Studies & Finance
 -University of Denver, Denver, CO

PROFESSIONAL AFFILIATIONS

Destinations International
 International Association of Venue Managers
 International Economic Development Council
 Urban Land Institute

E-MAIL ADDRESS

rjohnson@chjc.com

Ryan has over 15 years of experience at Johnson Consulting as the Principal and Practice Leader of market and demand feasibility, financial analysis, operational analysis and business planning for public assembly facilities with a specialization on conference, convention, and performing arts and entertainment facilities.

Ryan recently performed or is currently working on a feasibility study for a convention and hotel facility in Dekalb County, GA; a feasibility study for the expansion of the South Padre Island Convention Center; recent benchmarking analysis for Huntington Center in Detroit, MI; and a feasibility study for a conference center and hotel in Cocoa Beach, FL.

RECENT PROJECT EXPERIENCE

- **Ocean Center Feasibility Study** (Daytona Beach, FL)
- **Consultant for Convention Center/Multi-Purpose Facility Feasibility Study** (Marion County, FL)
- **Palm Coast Performing Arts Master Plan** (Palm Coast, FL)
- **Convention Center Market Analysis** (Panama City, FL)
- **Conference Center / Performing and Cultural Arts Center Feasibility Study** (Longmont, CO)
- **DMCVB Destination SWOT Analysis and Market and Strategy Study for a Headquarters Hotel to Serve TCF Center and Downtown Detroit** (Detroit, MI)
- **Connecticut Convention Center Strategic Plan Study** (Hartford, CT)
- **Events & Cultural Center Market Analysis & Feasibility Study** (St. Johns County, FL)
- **Erie Convention Center Master Plan, Feasibility Study** (Erie, PA)
- **Colorado Convention Center Expansion Plan** (Denver, CO)
- **Austin Convention Center/Headquarters/Hotel** (Austin, TX)

SARAH EMMERTON

DIRECTOR OF RESEARCH, JOHNSON CONSULTING



PROJECT ADVISOR

AREAS OF EXPERTISE

Convention Center Feasibility Analysis
 Tourism Strategic Planning
 Hotel/ Mixed Use Development
 Analyst in the Real Estate Industry
 Urban Planning
 Research
 Survey Analysis
 Organizational Reviews
 GIS
 Business Management & Client Relations

YEARS OF EXPERIENCE

With CHJC: 11 Years
 With Other Firms: 5 Years

EDUCATION

Bachelor Urban Planning & Development (Honors)
 The University of Melbourne, Australia

PROFESSIONAL CONFERENCES & AFFILIATIONS

International Association of Fairs and Exhibitions
 Urban Land Institute
 Destinations International

Sarah joined Johnson Consulting in 2010 after working in London as a regeneration analyst with a local redevelopment authority. Prior to that, Sarah worked as a real estate analyst and consultant with a strategic real estate consulting firm in Melbourne, Australia. She has experience working across a range of different real estate markets, on a variety of projects completed on behalf of both public and private sector clients.

Sarah specializes in market and financial analysis for convention, hospitality, and real estate projects, with a particular focus on event centers, multi-purpose sports and entertainment venues, fairgrounds, convention and conference centers, and hotels. She leads the firm in market research, case study development, and consumer and customer survey analysis. Her background in urban planning equips her with a sound understanding of how to apply the principles and practices of strategic planning to undertake projects that best respond to a community's needs and maximize the benefits for the local, regional and national economies. Sarah also has extensive experience in the use of GIS as an analytical tool.

RECENT PROJECT EXPERIENCE

- **Dallas Fair Park Management Recruitment** (Dallas, TX) 2017
- **South Padre Island Convention Centre Expansion Feasibility Study** (South Padre Island, TX) 2019
- **South Padre Island Amphitheater Feasibility Study** (South Padre Island, TX) 2017
- **Educational and Agricultural Pavilion Market Feasibility Study** (Mount Pleasant, TX) 2015
- **Moutainside Resort Development** (El Paso, TX)
- **Buchanan County Agricultural Business Expo** (St. Joseph, MO) 2011
- **New York State Fairgrounds Expansion Study** (Syracuse, NY) 2017
- **Proposed Event Center and Fair Relocations Analysis** (Cheyenne, WY) 2016
- **The Soundside Site and Market Feasibility Analysis and Economic Impact Study** (Dare County, NC) 2019
- **Infinite Energy Center (Gwinnett Center) Expansion Study** (Duluth, GA) 2012

JERRY DABKOWSKI, PE
 PRINCIPAL / LOCAL GOVERNMENT



TRAFFIC ENGINEER

AREAS OF EXPERTISE

Compete Streets/Road Safety Audit
 Building Code Core Course Credit
 Quality Assurance/Quality Control
 Training/FDOT
 Project Engineer Training/FDOT
 Traffic Control Plan Certification/
 FDOT
 FDOT Value Engineering
 Intelligent Transportation Systems
 (ITS)
 Manual on Uniform Traffic Control
 Services (MUTCD)
 Transportation Safety Council
 Transportation Planning Council
 Engineer of the Year, 1996

EXPERIENCE

Career: 1979 – Present
 ICE: 2020 – Present

EDUCATION

BS, Civil Engineering, University of
 Florida (1979)

Mr. Dabkowski serves as Principal for local government clients for ICE for Florida. He has 43 years of experience in civil/roadway engineering since graduating from the University of Florida. Mr. Dabkowski has worked on and supervised several public and private engineering projects throughout the Southeast United States including the Caribbean Islands. He has provided a wide range of services, including: Complete Streets projects, PD&E projects, traffic signal design, roadway design, stormwater, drainage, trails, sidewalk, traffic engineering studies, planning studies, corridor studies, transit planning, traffic calming, parking studies, lighting design, signing and signal system design, access management, right-of-way acquirement, transportation impact fee assessments, traffic control plans, ITS systems, long range transportation planning, and expert witness testimony.

PROJECT EXPERIENCE

- **Blue Jays Stadium Parking Study, City of Dunedin – Dunedin, FL** | The City of Dunedin hired Mr. Dabkowski to review the revised parking and handicap spaces at the revitalized stadium. Mr. Dabkowski ensured that the updates met the current ADA and city codes for parking and safe travel lanes.
- **Gainesville to Hawthorne Rail-Trail Downtown Connector, City of Gainesville – Gainesville, FL** | Mr. Dabkowski’s team provided survey and engineering services for the 1.54-mile design project. This project consisted of a 12-foot-wide paved recreational trail connecting downtown Gainesville to the Gainesville to Hawthorne Rail-Trail. Included in this project was the design and environmental permitting of a 90-foot-long bridge over Sweetwater Branch. Complete Construction plans were recorded.
- **13th Street Complete Street Design, City of Gainesville – Gainesville, FL** | Serving as the Project Manager, Mr. Dabkowski for this design that converted 13th Street (a state road) from a four-lane undivided roadway to a two-lane divided roadway. This Complete Street design utilized landscaped islands, providing exclusive left turn lanes into business and bus shelter drop-off areas.
- **Roundabout Design at Main Street and Depot Park, City of Gainesville – Gainesville, FL** | This roadway improvement was located at Main Street at Depot Park to reduce traffic crashes from a full traffic signal operation to a roundabout operation.
- **Neighborhood Traffic Calming, City of Gainesville – Gainesville, FL** | Mr. Dabkowski provided traffic calming measures to control the speeding in the extensive neighborhood road networks.

MOHAN ATLURI, PE, PTOE

VP / TRAFFIC ENGINEERING & ITS

JE INFRASTRUCTURE

CONSULTING & ENGINEERING



AREAS OF EXPERTISE

Traffic Engineering Studies
 Traffic Engineering and Planning
 Traffic Control Plans
 Traffic Signal Timing
 (including Transit Corridors)
 Design of Traffic Signal Systems
 Signal Communications
 Traffic Modeling and Simulation
 Analysis/Planning for HOV/HOT
 Facilities
 Multi-Level Interchange Analysis
 Traffic Projections
 Transportation Master Plan
 Development
 Airport Master Plan Development
 ITS

YEARS OF EXPERIENCE

Career: 2002 – Present
 ICE: OCT 2019 – Present

EDUCATION

MS, Civil Engineering (Traffic &
 Transportation), University of Texas
 at Arlington (2004)
 BE (Hons), Civil Engineering, BITS,
 Pilani – India (2002)
 M.S., Economics, BITS, Pilani – India
 (2002)

PROFESSIONAL CONFERENCES & AFFILIATIONS

Institute of Transportation
 Engineers (ITE)

Mr. Atluri serves as a Lead Traffic Engineer for ICE and has 20 years of experience in all facets of Urban Traffic Engineering and Transportation Planning. His experience encompasses all aspects of traffic data collection, stop sign studies, traffic signal warrant studies, speed studies, safety studies, sight distance studies, corridor studies, simulation modeling, and intersection capacity analysis studies. He has performed numerous corridor and intersection studies and has developed and implemented signal timing for more than 200 signals. His background also includes the design of traffic signal systems, signing and pavement markings, and construction traffic control. He has worked with several government agencies and has a thorough understanding of their rules and regulations.

PROJECT EXPERIENCE

- **Dynamo Game Day Traffic Handling Plans – Houston, Texas** | As a consultant to the University of Houston, Mr. Atluri prepared traffic handling plans for Dynamo Game Days at the UH Robertson Stadium. Services included traffic analysis, parking demand and supply, capacity of area roadways, freeway access, traffic signal timing modifications, location of police officers and coordination with Dynamo management and UH officials.
- **Beaumont I.S.D. Traffic Engineering Services – Beaumont, Texas** | Mr. Atluri provided traffic engineering services for the Beaumont I.S.D. Multi-Purpose Athletic Facility located near the intersection of I-10 and Brooks Road. The planned site improvements include a 10,400-seat football/soccer stadium, 400-seat natatorium, 1,400-seat performing arts hall and an event arena capable of seating 6,000 people. Scope included analyzing requirements for turning lanes, analyzing site circulation, and parking layout, analyzing and confirming appropriate number of access points, and traffic impact analysis and flow analysis.
- **Texas Medical Center Transportation Master Plan – Houston, Texas** | Mr. Atluri is the task leader for Transportation Master Plan for Texas Medical Center area within Houston, Texas. Mr. Atluri is involved in various tasks such as modeling street network, crash analysis, operations and planning analysis, parking, and emergency vehicle access analysis, TDM/TSM strategy analysis, development and evaluation of various alternatives, and preparation of technical reports. Mr. Atluri is also involved with the public outreach program and coordination with Texas Medical Center Study Subcommittee and stakeholders.

MICHAEL SCHOFIELD, PE
TRAFFIC ENGINEER



TRAFFIC ENGINEER

AREAS OF EXPERTISE

Roadway Design
Traffic Analysis
Cost Estimates
Traffic Control Plan
Data Collection

YEARS OF EXPERIENCE

Career: 2015 – Present
ICE: 2021 – Present

EDUCATION

MS, Civil Engineering, New Jersey Institute of Technology (2015)
BS, Civil Engineering, University of South Florida (2011)

PROFESSIONAL CONFERENCES & AFFILIATIONS

Institute of Transportation Engineers

Mr. Schofield serves as a Traffic Engineer for roadway design projects in Florida. His experience includes traffic and alternate analyses, preliminary design reports, cost estimates, developing scope of work, financial tracking, and invoicing. He prepares plans for roadway design, temporary traffic control, signing, pavement marking, and signalization. Mr. Schofield has also provided data collection for transportation projects and design recommendations for traffic improvements. His design services include major arterials, collectors, roundabouts, and sidewalks using Autodesk AutoCAD Civil 3D, AutoTURN, Synchro, SIDRA, and Highway Capacity Software. Mr. Schofield also utilizes the following technical specifications: MUTCD, ITE Trip Generation, FDOT Design Manual, FDOT Florida Greenbook, FDOT Standard Plans, FDOT Standard Specifications, NCHRP Report 572, Highway Capacity Manual, and Roadside Design Guide.

PROJECT EXPERIENCE

- **Skinner Boulevard Lane Repurposing Concept Report and Analysis – Dunedin, FL** | As the City of Dunedin’s Transportation Consultant, ICE was tasked with the preparation of a lane repurposing concept report and analysis as part of the City’s Complete Streets vision for Skinner Boulevard (State Road 580). Mr. Schofield served as Project Manager for this project, which included the evaluation of two intersections according to FDOT Intersection Control Evaluation procedure to convert stop-controlled to roundabouts, future traffic and safety analyses for five intersections within the project area, and the conceptual design of the 0.5-mile corridor in the downtown district. Considerations for a reduced speed limit, pedestrian and bicycle facilities, and coordination with the Fred Marquis Pinellas Trail crossing were examined in the lane repurposing concept report. The concept report was approved by district and state FDOT officials.
- **Patricia Avenue Corridor Project Traffic Study** | ICE was tasked to provide design improvements to the roadway for the northbound lanes of Patricia Avenue at the intersection of SR 580. This Project included removal of the existing right turn lane, traffic signal head modifications, and the construction of a landscaped median to accommodate a future entrance monument. ICE performed a traffic analysis of the signalized intersection to determine future capacity of the approach with the removal of one of the existing two right turn lanes to allow for the construction of the landscaped median. Mr. Schofield served as Project Engineer and analyzed capacity impacts and levels of service using Synchro.

JOHNSON CONSULTING’S REPRESENTATIVE PROJECT EXPERIENCE

For more than 25 years, Johnson Consulting has been providing these exact services to similar clients in Florida and throughout the United States. The professionals presented to serve the City have dedicated their careers to supporting these types of initiatives and have developed proven processes that utilize appropriate market data and precise analytics so that their clients can confidently make the most informed decisions to advance their strategic objectives. The table below shows Johnson Consulting’s representative projects for youth sports facilities, sports complexes and sports tourism. For more detailed case studies on our project experience, please refer to the following pages.

Project	City, State	Market Analysis	Financial Analysis	Economic Impact Analysis	Fiscal Analysis	Strategic Business Plan	Sports Tourism Analysis	Parks & Recreation Department Involvement	Public Input Meetings	Management RFP Solicitation
Branson Sports Complex	Branson, MO	✓	✓	✓	✓	✓	✓	✓	✓	
Burlington Sports Complex	Burlington, IA	✓	✓	✓	✓	✓	✓	✓	✓	
Cedar Point Indoor Sports Complex	Sandusky, OH									✓
Dallas Sports Complex	Dallas, Texas	✓	✓	✓	✓	✓	✓	✓	✓	
Fox Cities Champion Center	Fox Cities, WI									✓
Glenview Ice Center	Glenview, IL	✓	✓	✓	✓	✓	✓	✓	✓	
Homer Glen Sports Complex	Homer Glen, IL	✓	✓	✓			✓			
Hyannis Youth and Community Center	Barnstable, MA	✓	✓	✓	✓			✓	✓	
Indoor Sports Complex	Hammond, IN	✓	✓	✓	✓	✓	✓	✓	✓	
Indoor Sports Facility	Dearborn, MI	✓	✓	✓	✓	✓	✓	✓	✓	
Marion County Aquatic Complex	Marion County, FL	✓					✓	✓	✓	
McHenry County Sportsplex	McHenry County, IL	✓	✓	✓	✓	✓	✓	✓	✓	
Morgan Hill Sports Center & Aquatic Center	Morgan Hill, CA	✓	✓	✓	✓	✓	✓	✓	✓	
Northwest Ohio Sports Complex	Wood County, OH	✓	✓			✓	✓		✓	
Pasco Sports Complex	Pasco County, FL	✓	✓	✓	✓	✓	✓	✓	✓	✓
SOZO Sports Complex	Yakima, WA	✓				✓	✓			
Sports and Entertainment Complex	Warren County, OH	✓	✓			✓	✓			
St. Johns County Sports Tourism	St. Johns County, FL	✓				✓	✓	✓	✓	
Youth Sports Complex	Rockford, IL	✓	✓	✓	✓	✓	✓	✓		



PROJECT HIGHLIGHTS

- Detailed analysis of local market demand
- Validate market viability of potential facility
- Short and long-term action plan for the facility
- Best-use analysis
- Feasibility study
- RFP management



*Johnson Consulting put together an exemplary feasibility study for Pasco County BOCC on the best direction for Pasco to pursue in creating a Sports Complex to **enhance our Tourism efforts in attracting sports visitors to Pasco... They continue to provide valuable input and excellent service** as we move through the process though technical reviews and as we agree to the project pro forma.*



Johnson Consulting was retained by Pasco County, FL to undertake a market feasibility study for a public/private sports complex development at Wiregrass Park in Wesley Chapel, FL. The County wished to leverage the County-owned land into an asset that will enhance the tourism basis within the County and serve as an economic generator, while also serving the needs of Pasco County residents.

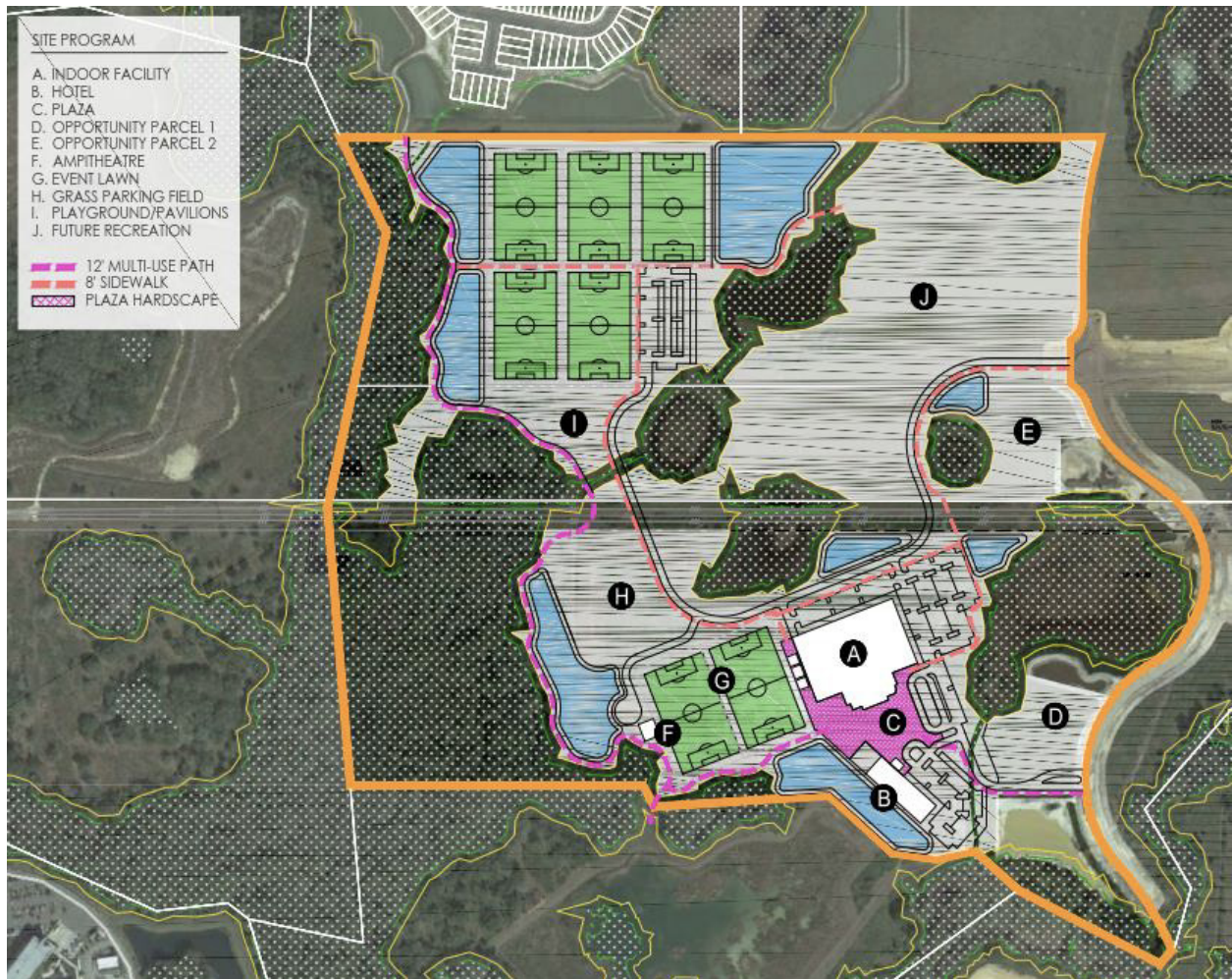
The study provided the Client with a best-use analysis, as well as a clear and detailed action plan for both the short-term and long-term growth of the proposed facility. The market analysis found that there was a significant gap in the marketplace for multipurpose indoor sports facilities. In our study of the demographics, we found Wesley Chapel and Pasco County to be rapidly growing in population and a healthy economy, sporting statistics far above the state and national averages.

The combination of a thriving community and need for such a facility led to our recommendation to build an indoor sports complex aimed to attract regional youth-sports tournaments, which was envisioned to supplement other local sports-specific facilities as well as meet the needs of local leagues. A second phase, which included outdoor field surface, was suggested as well, to supplement the indoor complex.

Subsequently, we managed a developer RFP process and helped select and negotiate an operating agreement with RADD Sports and MainSail Hospitality. The project has been approved and is nearing construction.

WIREGRASS RANCH SPORTS CAMPUS

PASCO COUNTY, FLORIDA





NATHAN BENDERSON PARK INDOOR SPORTS FACILITY FEASIBILITY STUDY

SARASOTA, FLORIDA

PROJECT HIGHLIGHTS

- Market Analysis
- Industry Trends Analysis
- Demand Projections
- Financial Projections
- Economic and Fiscal Impact Projections

Johnson Consulting was recently retained to perform a study for Nathan Benderson Park, a 600-acre Sarasota County park, built to serve as a sports tourism generator for the region. The Client group seeks to continue the development of the park by adding an iconic boat house with indoor boat storage and programmatic space, combined with a multi-sport indoor facility. The envisioned multi-sport indoor facility would encompass 100,000+ sq. ft. of space with six (6) basketball / twelve (12) volleyball courts and support facilities, that can host a multitude of sports which may potentially include dance, cheer, judo, karate, taekwondo, wrestling, indoor rowing and more.

Johnson Consulting is providing an analysis which includes a market, feasibility, and economic impact study for the proposed multi-sport indoor facility. The study will provide projections of demand for indoor space that will result in new overnight transient visitors; recommendations of what sports and events (sporting and non-sporting) have the most potential for facility revenue, overnight visitors and overall economic impact; projected direct and indirect rate of return for each opportunity including economic impact; and the ability for the current market to support such a facility with projected trends in demand.



SPORTS TOURISM MARKETING STRATEGY

ST. JOHNS COUNTY, FLORIDA

PROJECT HIGHLIGHTS

- Survey of Local Sports Organizations
- Inventory of local sports facilities and tourist attractions
- Identify gaps in Sports Market and scheduling of local events
- Recommended a strategic plan of action to for the County to boost its tourism base

Johnson Consulting was retained by St. Johns County to perform a Sports Tourism Study. The objective of the analysis was to identify all of the current facilities in the marketplace and determine how the County can use these facilities to maximize the revenues and promote the county as a sports tourism destination. The results of the analysis are to be used by St. Johns County for their sports tourism master plan. Our research and analysis will include surveying local demographics and youth sports organizations, as well as assembling an inventory of local sports facilities and how they perform.

In this engagement, Johnson Consulting will provide a facilities gap analysis, where we will analyze:

- The depth, quality, pricing structure, and market reach of existing facilities
- Local and regional league and tournament play
- Current and historical operations of local facilities in order to assess their demand and financial operating characteristics, their advantages and disadvantages, and their geographic draw, among other factors



PROJECT HIGHLIGHTS

- Market Analysis
- Comparable Facilities Analysis
- Industry Trends Analysis
- Market Confirmation and Recommendations

Johnson Consulting was retained by Gary Sheffield Sports Village to conduct a market assessment and feasibility study for a proposed baseball complex, on-site player housing, and a player entertainment village in Plant City, Florida. Gary Sheffield Sports Village was attempting to redevelop the City-Owned ‘Plant City Stadium’ into a youth-baseball complex that would serve both the local community as well as the regional tournament market. As part of the development team, Johnson Consulting conducted an in-depth review of local and regional competitors, which included Major League Baseball Spring Training Facilities as well as youth sports complexes in the State of Florida.

The results of the market assessment ultimately recommended a 12 field sports complex, on-site player housing, and an entertainment village. Critical mass is the key to unlock the potential for the project. Johnson Consulting’s recommendation for the Gary Sheffield Sports Village hinges on the commitment of both local and regional participants supporting the facility as well a large additional investment in ancillary development via restaurants, hotels, and entertainment options. The ‘Player Village’ model will be needed in this location due to the lack of hotels around the site, however parents and other non-participants traveling with the athletes will want to stay as close as possible to the complex.



PROJECT HIGHLIGHTS

- Survey of Local Sports Organizations
- Inventory of local tourist attractions & sports facilities
- Identify gaps in Sports Market and scheduling of local events
- Recommended a strategic plan of action for the County to boost its tourism base

Johnson Consulting was retained by Citrus County to conduct an analysis for the sports and tourism market in the County. The objective of the analysis was to identify gaps in the sports market, as well as conflicts in the scheduling of local events in the County, the City of Inverness and the City of Crystal River. The results of the analysis were used for master and strategic planning by the County. Our research and analysis included surveying local sports organizations, as well as assembling an inventory of local sports facilities and tourism attractions.

The findings in our research influenced our recommendations, which were broken into four tiers of options for the County to select from in order to achieve their short and long term goals. Each tier focused on enhancing the tourism base in the County and varied based on the level of investment dollars needed and the time in which the project could come to fruition.



PROJECT HIGHLIGHTS

- Market Analysis
- Financial Analysis
- Demand Analysis
- Economic and Fiscal Impact Analysis



We really enjoyed working with the entire team at Johnson Consulting. Our study encompassed multiple cities, and their team utilized their extensive experience to create a comprehensive analysis and study of each jurisdiction. Due to their impressive work, our communities now have the data to confidently make the most informed decision on the viability of new sports facilities in our region.

Hector Cruz, VP Sports Development
Visit Tri-Cities, WA



Johnson Consulting was retained by Visit Tri-Cities in partnership with each city to conduct a Sports Facility Market Analysis and Feasibility Study for each of the three cities in Tri-Cities, Washington: Kennewick, Pasco, and Richland. The cities collaborated to commission the study to investigate the merits into enhancing the Tri-Cities region as a sports tourism destination. Johnson Consulting ultimately made three separate recommendations, all of which will address the local sports market as well as complement each other to host larger regional events and increase visitation and hotel over nights in the region.

The recommendation for Kennewick, the largest of the three cities, was to leverage their existing two sheet ice arena as well as the adjacent convention center to develop an indoor multi-purpose sports complex. In the other two cities, Pasco and Richland, separate outdoor complexes with focus on soccer, lacrosse as well as baseball and softball were recommended with the potential to work together to host larger regional tournaments. For each of the recommendations, Johnson Consulting completed a detailed market demand and financial analysis as well as an economic impact analysis, which details the benefits to each city as well as the Tri-Cities as a whole.



HAMMOND SPORTSPLEX
HAMMOND, INDIANA

PROJECT HIGHLIGHTS

- Market analysis
- Comparable facilities analysis
- Industry trends analysis
- Market confirmation
- Program recommendations
- Demand projections
- Financial pro forma



Johnson Consulting has completed two feasibility studies for the City of Hammond, Indiana. They have been a responsible consultant and their work on the study exceeded our standards. I would like to recommend them for similar studies with other companies and municipalities.



Johnson Consulting prepared a market assessment and financial analysis for the City of Hammond to determine the feasibility of developing an indoor sports complex. The City envisions the new facility will serve as a catalyst and an economic generator by attracting and hosting sports leagues, tournaments and other non-sporting events that draw visitors to Hammond. The first phase of our report assessed the viability of such a development given existing and projected market conditions in, and around, the City of Hammond. In addition to a market analysis, the first phase included a local and regional facility audit of existing facilities and a recommended preliminary program of facilities.

Johnson Consulting ultimately recommended an indoor facility measuring approximately 85,000 square feet with the following program of facilities: 8 basketball courts/16 volleyball courts, 2 indoor turf fields, Community Multipurpose Room, Concessions / Restrooms, Storage and Medical Office Space.

After receiving the necessary funding the City of Hammond engaged Johnson Consulting to conduct a financial analysis as a second phase of the study, including demand and financial projections.



MORGAN HILL SPORTS BUSINESS STRATEGY
MORGAN HILL, CALIFORNIA

PROJECT HIGHLIGHTS

- Review historical operations at two existing facilities
- Market study
- Detailed strategic plan



...the City of Morgan Hill hired Johnson Consulting to develop a Sports Market Business Strategy based on the company’s strong reputation and their ability to understand our project needs. Johnson integrated their work with another consultant hired by the City working on updating the City’s Parks and Recreation Master Plan. The team at Johnson did not disappoint, and the City was very satisfied with the final report and recommendations they produced.



The City of Morgan Hill, California was seeking a qualified consultant to conduct an all-encompassing market assessment, and facility audit of regional sports and recreation venues to include: competitive facility assessments to evaluate improvements versus additions as well as a strategic planning process for such venues and tourism development economic strategies for these sectors. The results of our subsequent analysis empowered the City to make the most informed decisions about potential future development or renovation of facilities, how to operate such facilities, and where to place them to optimize return on investment, while enhancing the marketability of year round culture, sports tourism and unique events.

Johnson Consulting examined event demand and attendance at the Morgan Hill Outdoor Sports Center and Morgan Hill Aquatics Center, as well as projected the current economic and fiscal impacts at each facility. The Team also assessed the market conditions in Morgan Hill, met with stakeholders of the Outdoor Sports Center and Aquatic Center, and conducted a regional facility audit within a 200-mile radius of Morgan Hill to understand any facility gaps in Morgan Hill.



SOZO SPORTS COMPLEX
YAKIMA, WASHINGTON

PROJECT HIGHLIGHTS

- Economic and demographic analysis
- Review of SOZO sports development & business plan
- Comparable facilities analysis
- Economic & fiscal impacts analysis



We had the great fortune of working with Johnson Consulting on the SOZO Sports Complex, a large, multi-sport facility in Yakima, WA. The Johnson Consulting group visited our community several times, gathering pertinent information and meeting with local stakeholders to help with our project. Their experience and analysis were exactly what we needed.



Johnson Consulting was hired by the City of Yakima to perform an economic and fiscal impact analysis for a proposed sports complex development. The City of Yakima collaborated with SOZO Sports of Central Washington, a non-profit corporation, on the design, development and operation of a world-class sports complex consisting of 19 soccer/multi-sport fields and an indoor sports facility on 122 acres.

The \$13 million facility opened in 2016 and serves the local needs of Yakima residents while also acting as a tourism development generator. The public-private development hosts youth and adult sports tournaments/ leagues, as well as non-sports recreational events such as tradeshow, consumer shows and festivals to draw visitors year round.

Johnson Consulting was asked to conduct a market analysis of Yakima and Central Washington; prepare an analysis of comparable facilities, including a regional audit of competitive facilities; review the proposed development and business plan prepared by Sozo Sports of Central Washington; and project the economic and fiscal impacts resulting from operations at the sports complex.



YOUTH SPORTS MARKET ASSESSMENT AND STRATEGIC TOURISM STUDY SANTA ROSA, CALIFORNIA (2014-2015)

PROJECT HIGHLIGHTS

- Market analysis & needs assessment
- Site analysis
- Cost estimate
- Community redevelopment effort to leverage existing tourism infrastructure assets to spur sports tourism



We really enjoyed working with Brandon and Christopher on the feasibility study they completed for us. They listened and made great observations of our destination, current facilities, and future possibilities. Their engagement with our sports community leaders provided all of us a better understanding of our opportunities.



Johnson Consulting was hired by the Santa Rosa Convention and Visitors Bureau (SRCVB) to provide advisory and consulting services towards the development and advancement of sports venue concepts, feasibility studies, strategic plans, and management, operation, and maintenance arrangements for existing and future sports facilities/projects throughout the City.

The need for the study arose from the drop in hotel occupancy rates during the winter months. City officials set out to identify the regional assets and how to leverage them to help boost year-round tourism rates and diversify its visitor profile. With wine country generating a significant amount of tourism during the summer months, especially on weekends, the City identified sports tourism as a strategy for boosting occupancy rates during traditional non-peak months.

The study provided the City and SRCVB with a clear and detailed action plan for both the short and long term growth of Santa Rosa's sports tourism economy.



PROJECT HIGHLIGHTS

- Market analysis
- Industry trends analysis
- Demand projections
- Financial projections
- Identify potential partnerships



Brandon and the Team at Johnson Consulting were instrumental in developing the right recommendation for the Glenview Park District that was based on sound data and had a solid business case. They worked extremely well with our team throughout the feasibility stage and their pro forma and economic impact study were key to a successful referendum.



Johnson Consulting is partnered with Williams Architects to conduct a market assessment and feasibility study to better understand the redevelopment options for the Glenview Ice Center. The Village is considering a renovation or new development of an ice center if the market can support additional sheets of ice. Johnson Consulting was responsible for conducting a market assessment on Glenview that includes understanding the market demographics, a regional ice facility audit to understand the total number of ice sheets in the market and current trends for ice activities.

To complete the market assessment and feasibility study, Johnson Consulting identified potential strategic partners for the Village and ultimately project new demand, as well as revenues and expenses at the recommended facility.



PROJECT HIGHLIGHTS

- Drafting of RFQ/RFP documents
- Evaluation of RFQ/RFP responses
- Negotiation of Management Agreement

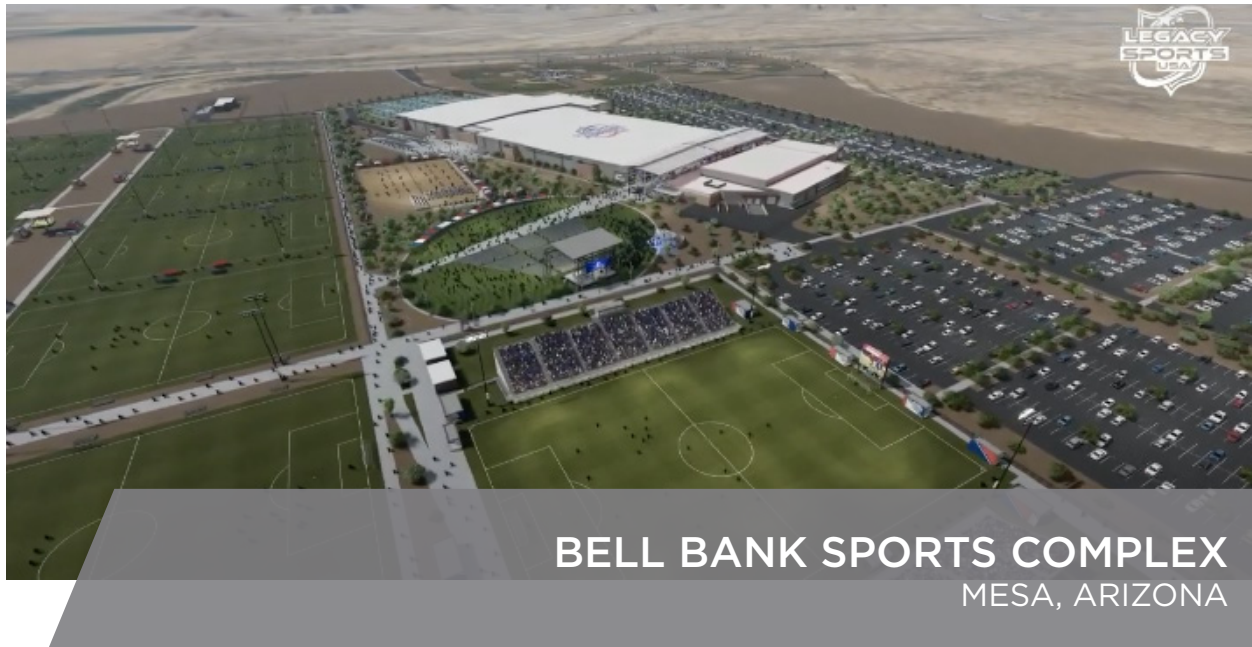


Brandon and the Johnson Consulting team guided us through the challenging and important process of soliciting a manager for the Community First Champion Center. We were building a first-class structure, so it was of the utmost importance for us to hire a first-class management team. Johnson Consulting’s guidance through this process was critical for us selecting the right partner for our operations. We were thoroughly impressed by Johnson’s Consulting professionalism, industry knowledge, and willingness to share advice beyond their core scope of work.



Johnson Consulting was retained by Fox Cities Convention and Visitors Bureau (“CVB”) to conduct a solicitation process for private management services for the Community First Champion Center in Appleton, Wisconsin. Our development of the FCISF Management RFP includes a thorough vetting and outreach of national firms, review of the specific requirements for the proposed indoor facility, as well as a review of an operational analysis outlining the merits of utilizing the management structure planned for the proposed complex.

Our review of the submitted proposals includes a discussion with the Fox Cities CVB as to which respondent could best represent the interests of the CVB and the Fox Cities communities. Also, our review process involves formulating a list of critical follow up questions for the CVB to ask responding firms. Following review and selection of the winning firm, Johnson Consulting will provide advice and consultation during the negotiation phase of the management agreement.

**PROJECT HIGHLIGHTS**

- [Market Data Update](#)
- [Participatory Sports Trends](#)
- [Regional/National Comparable Facilities Analysis](#)
- [Facility Program, Demand and Proforma Review/Confirmation](#)
- [Economic Impact Analysis](#)

Johnson Consulting was retained by Legacy Cares to conduct and peer review and economic and fiscal impact analysis for Legacy Sports Park, a proposed 300-acre multi-sport and entertainment complex in Mesa, Arizona. Legacy Sports Park is projected to be the largest privately owned multi-sport facility in the United States and will also include a commercial village, restaurant/bar, food court, medical and sports medicine clinic, a health and wellness center, and special event area among the many other features.

Johnson Consulting developed a detailed economic and demographic overview of the local Mesa and Phoenix markets in relation to a 1, 3, and 5-hour drive time from the site. Then, an independent review of the program and concepts proposed by Legacy Sports USA was conducted, including opining on the viability of the proposed project from a peer review of the previous feasibility study as well as the current status of the development and market. This peer review was used to develop a comprehensive economic impact analysis of the proposed project.



PROJECT HIGHLIGHTS

- Drafting of RFQ/RFP documents
- Evaluation of RFQ/RFP responses
- Negotiation of Management Agreement

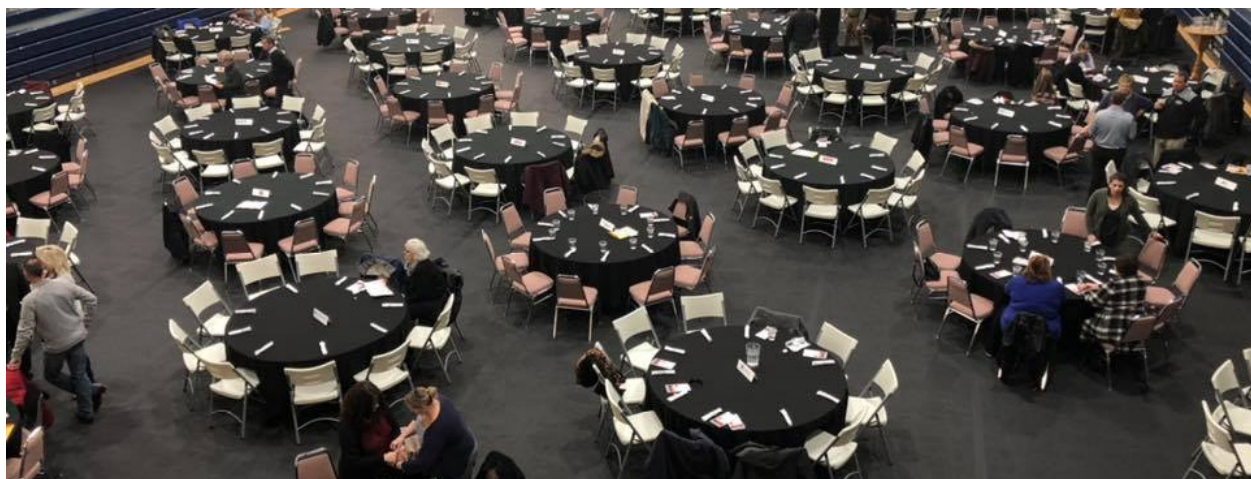


Johnson Consulting was retained by Cedar Fair Entertainment Company to conduct a solicitation process for private management services for Cedar Fair’s potential Multi-Use Indoor Sports Complex in Sandusky, Ohio. Our development of the Cedar Fair Management Services RFQ/P will outline a thorough review of the specific requirements for the proposed indoor sports complex as well as an operational analysis outlining the merits of utilizing the management structure planned for the proposed complex.

In order to assist in understanding the required management services for the indoor sports complex, our creation of the solicitation documents will focus on addressing the following key framework questions:

- What is the preferred general management direction for the multi-use sports complex?
- What is the best management structure, by facility use, as determined by Cedar Fair?
- Who are the best candidates for the complex?
- What roles will Cedar Fair play, and what are the responsibilities of the management company?

CEDAR POINT SPORTS CENTER ECONOMIC IMPACT ANALYSIS SANDUSKY, OHIO





DRUGFREE WORKPLACE FORM


DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

C.H. Johnson Consulting, Inc. _____ does:
(Name of Bidder)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business’s policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.



Bidder’s Signature

6/29/22

Date

In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

E-Bidding Document - RFP - Page 29 of 32



BIDDER VERIFICATION FORM

BIDDER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of your **Business Tax Receipt** must be included in your submission if you are requesting Local Preference:

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville’s Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville’s Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State’s, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is “YES”, provide a copy of SunBiz registration or SunBiz Document Number (# F96000005808)

If the answer is “NO”, please state reason why: _____

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)


Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal. ✓

Note: Possessing a diversity and inclusion policy will have no effect on the City’s consideration of your submittal, but is simply being requested for information gathering purposes.

C.H. Johnson Consulting, Inc.
Bidder’s Name

Charles H. Johnson
Printed Name/Title of Authorized Representative

 \ 6/29/22
Signature of Authorized Representative Date

This page must be completed and uploaded to DemandStar.com with your Submittal.



REFERENCE FORM

REFERENCE FORM

Name of Bidder: C.H. Johnson Consulting, Inc.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): Project Began in 2019 and took 12 weeks to complete.

Company Name: Bell Bank Sports Complex (Formerly called as Legacy Sports USA
 Address: 892C+5F
 City, State Zip: Mesa, AZ 85212
 Contact Name: Chad Miller Fax Number: _____
 Phone Number: 480-296-3378
 Email Address (if available): chadm@legacysportsusa.com

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): Project Began in early 2022 and is currently in the final stages

Company Name: Nathan Benderson Park
 Address: 5851 Nathan Benderson Circle
 City, State Zip: Sarasota, Florida 34235
 Contact Name: Mr. Stephen V. Rodriguez
 Phone Number: (941) 358-7275 ext. 5815 Fax Number: _____
 Email Address (if available): stephen@nathanbendersonpark.org

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): Project Began in 2018 and took 12 weeks to complete

Company Name: St. Johns County
 Address: 500 San Sebastian View
 City, State Zip: St. Augustine, FL 32084
 Contact Name: Tera Meeks, Tourism & Cultural Development Director
 Phone Number: 904.209.4428 Fax Number: _____
 Email Address (if available): tmeeks@sjctdc.com

BIDDERS W-9

Attachment D

57

<p>Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service</p>	<p>Request for Taxpayer Identification Number and Certification</p> <p>▶ Go to www.irs.gov/FormW9 for instructions and the latest information.</p>	<p>Give Form to the requester. Do not send to the IRS.</p>
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<p>Print or type. See Specific Instructions on page 3.</p>	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. C.H. Johnson Consulting, Inc.</p> <p>2 Business name/disregarded entity name, if different from above</p> <p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____</p> <p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i></p> <p>5 Address (number, street, and apt. or suite no.) See instructions. 6 E Monroe St., 5th Floor</p> <p>6 City, state, and ZIP code Chicago, IL 60603</p> <p>7 List account number(s) here (optional)</p> <p style="text-align: right;">Requester's name and address (optional)</p>
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Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number											
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 5/3/22
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



COPY OF ANY APPLICABLE, CURRENT LICENSES AND/OR CERTIFICATION REQUIRED BY CITY/COUNTY/STATE



PROOF OF AUTHORIZATION TO PERFORM BUSINESS IN FL

2022 FOREIGN PROFIT CORPORATION ANNUAL REPORT

DOCUMENT# F96000005808

Entity Name: C.H. JOHNSON CONSULTING, INC.

Current Principal Place of Business:

6 E MONROE STREET
5TH FLOOR
CHICAGO, IL 60603

Current Mailing Address:

6 E MONROE STREET
5TH FLOOR
CHICAGO, IL 60603 US

FEI Number: 36-4074772

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE: 

04/20/2022

Electronic Signature of Registered Agent

Date

Officer/Director Detail :

Title DIRECTOR, PRESIDENT, SECRETARY,
 TREASURER
Name JOHNSON, CHARLES
Address 6 E MONROE STREET
 5TH FLOOR
City-State-Zip: CHICAGO IL 60603

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: CHARLES JOHNSON

PRESIDENT

04/20/2022

Electronic Signature of Signing Officer/Director Detail

Date

JOHNSON CONSULTING | 6 EAST MONROE STREET, FIFTH FLOOR, CHICAGO, ILLINOIS 60603 | 312.447.2010 | WWW.CHJC.COM

EXCEPTION TO THE RFP

Johnson Consulting does not have any exceptions to the RFP.

B. SUNBIZ REPORT

Detail by FEI/EIN Number

4/22/22, 9:59

DIVISION OF CORPORATION



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by FEI/EIN Number](#) /

Detail by FEI/EIN Number

Foreign Profit Corporation
C.H. JOHNSON CONSULTING, INC.

Filing Information

Document Number	F96000005808
FEI/EIN Number	36-4074772
Date Filed	11/07/1996
State	IL
Status	ACTIVE
Last Event	REINSTATEMENT
Event Date Filed	04/13/2015

Principal Address

6 E Monroe Street
5th Floor
Chicago, IL 60603

Changed: 04/24/2020

Mailing Address

6 E Monroe Street
5th Floor
Chicago, IL 60603

Changed: 04/24/2020

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301

Name Changed: 04/17/2018

Address Changed: 04/24/2020

Officer/Director Detail

B. SUNBIZ REPORT

Johnson, Charles
6 E Monroe Street
5th Floor
Chicago, IL 60603

Annual Reports

Report Year	Filed Date
2020	04/24/2020
2021	04/15/2021
2022	04/20/2022

Document Images

04/20/2022 -- ANNUAL REPORT	View Image in PDF format
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02/21/2017 -- ANNUAL REPORT	View Image in PDF format
04/13/2016 -- ANNUAL REPORT	View Image in PDF format
04/13/2015 -- REINSTATEMENT	View Image in PDF format
10/30/2013 -- REINSTATEMENT	View Image in PDF format
11/07/1995 -- DOCUMENTS PRIOR TO 1997	View Image in PDF format

Florida Department of State, Division of Corporations



ADDENDUM NO.1

Date: June 16, 2022
Bid Date: July 11, 2022, at 3:00 P.M. (Local Time)

Bid Name City of Gainesville
Sports Facility Feasibility
& Pro Forma Study
Bid No.: RECX-220073-DM

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

Due to the numerous requests, we have decided to revise the Mandatory Pre Bid to a virtual zoom attendance only. There will be no in person meeting on site. **Please be advised that you will be required to register in advance for this meeting.** In addition, any potential party that is interested in this project may conduct a self-directed tour of the public grounds Monday – Friday 8 a.m. to 5 p.m.

- Site visit is self-directed and not required.
- Please be advised, that we are currently in the cone of silence and if you do choose to conduct a site visit that any proposed questions, contact, and correspondence must be in writing to procurement staff Darius McPhall,
McPhallDT@gainesvillefl.gov

1. Pre Bid Information, Attendance is Mandatory Wednesday June 24, 2022 at 10:00a.m.

When: Jun 24, 2022 10:00 AM Eastern Time (US and Canada)

Register in advance for this meeting:

https://us06web.zoom.us/meeting/register/tZUtf-yrrzoiHNRH_scExqM-tzSlmfy_KaH9

After registering, you will receive a confirmation email containing information about joining the meeting.

The following are answers/clarifications to questions received:

2. Question: Would the selected prime and sub consultants be precluded from pursuing future design phases/efforts for the project?

Answer: Yes, per the financial services procedures manual if outside professionals are utilized to develop a conceptual plan and/or feasibility study for a project, such professionals are not eligible to propose on the work.

3. Question: For the mandatory pre-proposal meeting scheduled for Friday, June 24, 2022 at 10:00 am, is attendance required by an employee of the prime consultant or is a representative from a sub consultant acceptable?

Answer: Yes, we will be verifying attendees of the mandatory pre bid meeting match the name on the bid proposal.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Johnson Consulting Inc.

BY: 

DATE: 7/11/2022

CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-423 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the blackout period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.



ADDENDUM NO.2

Date: June 30, 2022
Bid Date: July 11, 2022, at 3:00 P.M. (Local Time)

Bid Name: City of Gainesville
Sport Facility Feasibility
& Pro Forma Study
Bid No.: RECX-220073-DM

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 5:00 p.m.(local time), July 1, 2022. Questions may be submitted as follows:
Email: mcpHalldt@cityofgainesville.org
2. Please find attached:
 - a) Copy of the blackout period information (Financial Procedures Manual Section 41-524 Prohibition of lobbying in procurement matters).
 - b) Registrants of the Mandatory Pre Bid Meeting
3. Darius McPhall, Purchasing Division, discussed bid requirements.
 - a. I took attendance of attendants of the meeting.
 - b. The City of Gainesville will only accept electronic submittals through Demandstar.
 - c. Bids are to be received by the Purchasing office no later than 3:00 p.m. on July 11, 2022. DemandStar will not accept bids after 3:00 p.m. on that date.
 - d. Send questions in writing to Darius McPhall via email.
 - i. All communication through Darius McPhall or purchasing staff only. Do not communicate with other City staff.
 - ii. Question deadline July 1, 2022 at 5 p.m.
 - e. Cone of Silence
 - f. Please go directly to DemandStar to receive notifications of project.
4. Roxana Gonzalez Parks, Recreation, and Cultural Affairs Director, discussed the project scope
 - a. Traffic analysis is included in the feasibility
 - b. Corner of 8th (Check Cashing business) is not part of the feasibility and pro forma study.
 - c. Google overhead of the property layout (via share screen on Zoom Meeting).

Addendum #2-1

- d. VFW building onsite looking to create a partnership to gain use of the property for possible parking usage.
- e. Upper left (Open Fields) looking to construct the soccer fields.
- f. Identified the Fire Rescue Head quarter's building for possibility of leveling out or expansion.

The following are answers/clarifications to questions received at the non-mandatory pre-bid conference:

5. Question: Have there been any previous traffic studies completed?
Answer: Yes there has. It was completed 20 years ago and all files have been archived and I cannot find them.
6. Question: Can you give more detail on the level of expectation of the traffic analysis?
Answer: We want to know how a complex in this location will effect traffic when being used. Also looking into what can be done to better access the location in order to increase usage and least effect traffic with minimal delays.
7. Question: If we are not the prime contractor for this project can we be a sub consultant for multiple primes?
Answer: Yes, a sub consultant can partner with multiple primes, but may not submit as a prime consultant simultaneously.
8. Question: If we participated in the study at one capacity would we be able to participate in another capacity for example facility management or any other type of professional services? That is, if you are primarily a mgmt. company and you participate in the feasibility study, you are disallowed from managing the building(s) under contract if the City chooses to outsource facility management? Is there any precedent for or possibility of altering that policy for this project?
Answer: It is a difficult question to answer without having the feasible study completed. In response to your example, your company would be prohibited from managing the facility. No, there is no possibility of altering that policy for this project.
9. Question: Would the synthetic proposed soccer field be indoor?
Answer: We are looking or the possibility of an indoor retractable soccer field with the capability of adaptable sport usage.
10. Question: In your specifications of the soccer field are you expecting a full size 11 x 11(330 long by 260 wide) field?
Answer: We are expecting that size for the outdoor usage. Indoors, we interested in an official indoor size 200'X85', the regulation size for a hockey rink.
11. Question: Does the City of Gainesville currently have indoor recreation ice inventory?
Answer: No they do not.
12. Question: Is there an expectation for an economic impact analysis from a scope of services standpoint?
Answer: YES! The scope expresses an evaluation of economic impact. The Feasibility and Pro Forma state that an evaluation of economic impact should be established.
13. Question: Has a budget been identified for the study itself?
Answer: A tentative budget has been identified.

Addendum #2-2

- 14. Question: What is the expectation of budget for the actual physical asset?
Answer: Unsure at this time.
- 15. Question: Have the city identified any funding mechanisms for the development of the project?
Answer: There has been discussion on funding mechanisms, but have yet to be fully identified.
- 16. Question: Do you anticipate the new facility to primarily be used by local residents in a recreation capacity or do you envision that the facilities will be used to draw sports tourism to the City?
Answer: The new facilities will be used by the community but we hope to spur economic growth to the East Side with regional and national sports tournaments.
- 17. Question: Is any level of design document expected to be part of this study? Can they speak to the level of detail, if any, expected from any participating sports architects? Full renderings package? Or cost estimates, budgets, and conceptual layouts and renderings as an optional add-on?
Answer: Only when a company is selected. We would like to know what they have done in the past with other municipalities. We are not requesting any of these details at the moment. If you have it, we would like to see it. This is a feasibility assessment, so all we want to know at this point is if the firm can do the work and the approach.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _____ Johnson Consulting Inc. _____

BY: _____  _____

DATE: _____ 7/11/2022 _____

CITY OF _____ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

41-524 **Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 170116, Section 9, during the Cone of Silence as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees, except the Procurement Division or the procurement designated staff contact person. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.

JOHNSON CONSULTING MISSION STATEMENT

Johnson Consulting is committed to providing governments, developers, and not-for-profits with real estate market and financial analysis and project implementation support for urban and destination-oriented projects.

We guide our clients through organizational advancement by way of best-practice advisory services.

We promote the following values through our work: objectivity, independence, economic pragmatism, and social responsibility.



**JOHNSON
CONSULTING**

JOHNSON CONSULTING
6 East Monroe Street
Chicago, IL 60603
312.447.2010 | chjc.com