

**SPORTS FACILITIES
ADVISORY**

**hunden
strategic
partners**

JE INFRASTRUCTURE
CONSULTING & ENGINEERING



CITY OF GAINESVILLE // REQUEST FOR PROPOSAL

City of
Gainesville

SPORTS FACILITY FEASIBILITY & PRO FORMA STUDY

July 11, 2022

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Reference Form

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Certificate of Good Standing, State of Florida

Exceptions to the RFP

Dear Selection Committee:

We are thrilled to present the City of Gainesville with the enclosed information, including a proposed scope of work and an overview of the team that we have assembled for the Sports Facility Feasibility & Pro Forma Study. It is our sincere hope this document is the first step toward a partnership that will lead to a sustainable and impactful assessment of existing facilities and potential development of new facilities at the identified site.

The Sports Facilities Advisory (SFA) team believes in the power of sports and recreation not only because of our own personal experiences, but also because we have seen the impact activity makes on communities with whom we work. Since SFA was founded in 2003, we have served more than 2,000 communities across the United States and internationally and have led the strategic planning of more than \$15 billion of sports and recreation assets.

Our depth of experience and commitment to working at a local level to enhance access to sports and recreation through our comprehensive services makes us the ideal partner for you. Unlike any other national service provider in our industry, we fully stand behind our results; while this scope of work is specifically focused on the feasibility and pro forma study, the approach we take is reflective of the long-range path to success and sustainability. If selected, Sports Facilities Advisory will lead the operational assessment by working with you to refine your vision, define success, and create the plan that best serves your community goals and needs.

To ensure that our recommendations and projections for the City are accurate, we have partnered with Hunden Strategic Partners (HSP) and Infrastructure Consulting & Engineering (ICE). Hunden Strategic Partners (HSP) is a full-service global real estate development advisory practice, providing public and private sector clients with confidence and results so they can move their projects from concept through execution. Infrastructure Consulting & Engineering, PLLC is a full service transportation consulting and design firm specializing in highways, bridges/structures, hydrology/hydraulic design, geotechnical engineering, and foundation testing, environmental documentation (NEPA), construction services, and aviation design. The result of this partnership will be the most reliable, most credible study that will enable great decision making and set up the City of Gainesville for the highest impact, lowest risk path forward.

We hope the information and approach in this submittal resonates with your team and the detail included provides the selection committee with enthusiasm for working with us! We are passionate about this process and looking forward to working in, with, and for the City of Gainesville.

Sincerely,



EVAN ELEFF
Partner

813-220-2129 | eeleff@sportsfacilities.com



PROJECT APPROACH & SCHEDULE

PROJECT APPROACH

Within this section, the Project Team has outlined the proposed approach and methodology to support the City of Gainesville with the Sports Facility Feasibility & Pro Forma Study.

PHASE I | STRATEGIC PLANNING

STEP 1: PROJECT KICK-OFF CALL

In this step, Sports Facilities Advisory, Hunden Strategic Partners and Infrastructure Consulting & Engineering (The Project Team) will set up an initial phone call with the City of Gainesville (the Client Team) to cover six topics that allows the Project Team to begin its work. Those topics are:

- Introductions
- Project History
- Existing Data
- Potential Partners and Stakeholders
- Key Dates for the Project
- Other Questions & Answers

STEP 2: EXISTING DATA REVIEW & MARKET ANALYSIS

In this step, the Project Team will review any existing data, documentation, and/or resources you provide related to your project. The Team will then conduct preliminary market research, which will encompass demographics, sports participation in the region, and an analysis of existing service providers (competition).

STEP 3: SITE VISIT WITH DEVELOPMENT PLANNING SESSION (DPS), FACILITIES TOUR, MARKET TOUR, AND STAKEHOLDER MEETINGS

Prior to traveling to market, the Project Team will work with the Client Team to develop a schedule of meetings, events, and tours. Working together, we will create an agenda and schedule that maximizes the opportunity to gain alignment, engage community members/groups and project stakeholders, and develop a deep familiarity with the community and the factors that will support a successful project.

The Project Team's site visit will begin with a Development Planning Session (DPS), which is a half-day session designed to create alignment, identify the parameters of the project, and create the most likely path forward for the project. The DPS will encompass discussions related to existing programs, project goals, and plans for site development, as well as topics such as the business model, the program plan, design/space considerations, alliances with sports and other user groups, utilization, funding/financing, competition analysis and market share, the management and staffing

plan, and much more. This step also assists the Project Team in learning about potential contributions from program users and partners. While in market, the Project Team will host a series of meetings, facility tours, and facilitate an in-depth strategy session with project stakeholders.

In addition, the Project team will visit complementary and competitive facilities in the local/sub-regional area. This will also include municipal, privately-owned, and school facilities in the area that are currently used for event usage.

As a result, we will provide an overview and assessment of the resulting market opportunity. We will also use this as an opportunity to uncover local partnership opportunities and identify potential stakeholders for the process. The Project team will also conduct research on the local hotel inventory, price points, and occupancy levels.

STEP 4: PUBLIC SURVEY

In addition to the meetings outlined in Step 3, the Project Team will develop and deploy an online community survey. This survey will focus on current users, past uses, and non-users in order to obtain opinions and data related to:

- Past facility usage
- Perceptions of existing and/or potential facilities
- Likelihood of utilizing existing and/or potential facilities
- Reasons for not using current facilities
- Facility amenity requirements and/or preferences
- Perceptions of other recreation facilities
- Pricing sensitivity information and opinions in the areas
- Desired programs & community function

To ensure the quality control over the survey and to encourage participation, the survey process is developed and administered through a web-based survey program to provide ease of access, efficiency of process, and to encourage public participation.

STEP 5: DETAILED MARKET AND NEEDS ANALYSIS

During the initial site visit and throughout the assessment process, the Project Team will research and assess existing and potential new facilities, programs, and opportunities for both community-based sports groups and sports tourism, identified in conjunction with the Client Team. Ultimately, this assessment will evaluate the system as a whole and create

detailed insights related to sports assets within the 36-acre area identified in the RFP.

The goal of the needs analysis is to evaluate current assets and programs to identify opportunities for improvement as well as to utilize the information gathered in the steps above to establish recommendations for new assets and programs. All resulting recommendations will be intended to meet the current and future demands for local sports groups as well as optimize the opportunity to generate economic impact and support economic development resulting from sports tourism.

The market needs assessment will create recommendations based on three categories:

- Data-Based Insights – equitable access (location), usage and participation rates, participation trends by activity, population, and socioeconomic trends in the community with anticipated impacts on future participation/demand, and benchmarks/gap analysis for community-based sports groups.
- Physical Condition – quality and useful life of existing facilities, number of playing areas and layout, playing surfaces, and amenities for indoor sports assets.
- Operations – equitable access (programs and fees), cost/benefit for existing and future assets and programs, staffing requirements and future needs, financial performance, economic impact, and more.

STEP 6: BENCHMARK FACILITIES ANALYSIS

The Project Team will conduct a Comparative Market Analysis and create facility profile and benchmark summaries for six (6) similar size and use facilities within competitive destinations similar to Gainesville. The profile and benchmarks will include as much of the following as possible:

- Summary/Overview
- Facility Description, Characteristics & Features
- Target Markets
- SWOT Analysis
- Hotel Infrastructure
- Operations and Staffing Overview
- Financial Reporting (as available) and Fees

In addition to the specific facilities in the comparative market analysis, the Project Team will create a database of regional tournaments and events that will inform the recommendations for the size, assets, and potential performance of a renovated and/or new facility. The associated research will include all available information related to location, dates, number of teams, age group/level, and registration fees.

STEP 7: SUPPORT AMENITIES: HOTEL SUPPLY ANALYSIS

Because of the critical supporting role hotels play in accommodating events and capturing economic and fiscal impact, the assessment of entertainment and sports facilities cannot be determined without such an analysis. The Project Team will analyze the existing local hotel, retail, and restaurant supply. The analysis will determine the proximate quality room count, as well as the community-wide room count, for hotels in the nearby area.

The Project Team, led by Hunden, will analyze the submarket to determine the competitive set of hotels near the Project site. The Team will consider location, size, quality, age, brand, concept, amenities, and other factors. The Team will obtain data through:

- Interviews with hotel management,
- Interviews with local businesses and demand generators, and
- STR (Smith Travel Research) statistical reports.

The analysis will include tracking of occupancy, monthly room night demand, average daily rate (ADR), and Revenue per Available Room (RevPAR), and performance by year, month, day of week, unaccommodated demand, and demand type/market mix. The Project Team will include data showing local hotel room occupancy, average daily rate, and Rev/Par for the last five years.

The Team will assess if the local hotel market can accommodate the sizes of events/tournaments being proposed at the Project.



STEP 8: TRAFFIC IMPACT STUDY

The Project Team, led by Infrastructure Consulting & Engineering, will closely coordinate with the City of Gainesville Engineering staff 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.

STEP 9: RECOMMENDED FACILITY PROGRAM AND OPINION OF COST

Based on the Client Team’s definitions of success and in consideration of all factors that influence the opportunity, the Project Team will develop a facility program and an opinion of cost for renovating the existing and/or developing a new facility that best allows the Client Team to achieve its desired outcomes. The Project Team will utilize its vast experience in youth and amateur sports facility planning and management to detail the type and size of all playing areas and the supporting amenities necessary to serve the intended uses and create a top-tier athlete and guest experience. The facility program will inform its opinion of cost, which is based on similar sports complexes across the United States.

PHASE II | PRO FORMA: FINANCIAL AND ECONOMIC IMPACT FORECAST

STEP 10: POTENTIAL PARTNERSHIP OPPORTUNITIES

Utilizing its vast experience in facility and partnership development, and based on the findings of Steps 1-9, the Project Team will develop a list of potential partners and partner categories for funding and operations that have been successful in similar municipalities regionally and across the United States. The Project Team will work with the Client Team to understand existing relationships and potential new partnerships; the resulting deliverable will outline the groups and/or types of groups along with their potential contributions to the project.

STEP 11: DETAILED FINANCIAL FORECAST (PRO FORMA)

Based on the recommendations made in Phase I, the Project Team will complete more in-depth research/analysis to produce a 5-year cash flow forecast and 20-year financial outlook. The pro forma documents are detailed, institutional-grade financial forecasts used to better understand Return on Investment and support decision-making and financing.

The pro forma will provide insight into the financial potential of the optimization project and will include projections related to any construction and/or renovation costs, revenues/expenses by product/program, EBITDA, net income, facility utilization, and more.

The pro forma will provide you with detailed financial projections related to and based on:

- The ideal business model
- Realistic and/or recommended debt-to-equity mix and debt service
- Right-sized program spaces and space requirements
- Renovation costs based on recent, comparable projects
- Recommended parking
- Revenue by product/program
- Direct/variable costs (cost of goods sold)
- Facility and operating expenses
- Management and staffing model
- Utilization projections
- Visitation & Economic impact projections

STEP 12: POTENTIAL ECONOMIC IMPACT ANALYSIS OF RECOMMENDED FACILITY

Utilizing its proprietary economic impact calculator that is based on economic impact data from thousands of sports tourism events, the Project Team will provide three key pieces of information related to the potential economic impact of the recommended facility:

- A projection of Average Daily Expenditure (ADE) – this will establish the amount of money that will be spent in market each day by each non-local visitors who travel to the destination for a tournament or event. Spending categories include:
 - Lodging
 - Meals/Food and Beverage
 - Retail
 - Entertainment
 - Transportation
 - Other
- A Sample Event Impact Projection – based on the ADE projection and reflective of the events that currently

taking place in the region, the Project Team will create a sample event impact projection for at least three different tournament types/sizes to demonstrate the economic impact they would generate if they were held at the new facility.

- A range of annual economic impact that should be expected to be generated if the new facility is developed.

STEP 13: POTENTIAL FUNDING OPTIONS

The Project Team can support the Client team by exploring several project financing options and constraints. SFA has experience with traditional debt/equity, public private partnerships, public finance mechanisms, and creative finance solutions. The Project Team will work with the Client Team to explore the most advantageous finance structure for the project and forecast the cost of capital.

PHASE III | FINAL REPORT

STEP 14: FINAL REPORT

In this step, the Project Team will produce a detailed Final Report for your project. The Final Report will feature the following sections:

- Executive Summary
- Market Overview
- Facility Overview & Recommendations
- Programs, Products, and Services
- Financial Performance Overview
- Conclusion and Next Steps
-

STEP 15: FINAL PRESENTATION

Upon delivery of the City of Gainesville Sports Complex Feasibility & Pro Forma Study, the Project Team will facilitate a detailed presentation of findings and recommended next steps to the City and other project team members. This may include conversations around design, financing, development, and future operations. The work completed in the feasibility study by the Project Team will provide a detailed overview of the future development opportunities and overview of all work completed to date.



PROJECT SCHEDULE

Based on the scope and workplan, our team has created the following tentative project timeline, which demonstrates our plan to complete the study within 20 weeks. During the Project Kick-Off Call, our team stands ready to make revisions to the schedule based on discussion with the Client Team.

Tentative Project Timeline	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20
PHASE I: Strategic Planning																				
Step 1: Project Kick-Off Call																				
Step 2: Existing Data Review & Preliminary Market Analysis																				
Step 3: Site Visit with Development Planning Session (DPS), Facilities Tour, Market Tour, and Stakeholder Meetings																				
Step 4: Public Survey																				
Step 5: Detailed Market and Needs Analysis																				
Step 6: Benchmark Facility Analysis																				
Step 7: Support Amenities: Hotel Supply Analysis																				
Step 8: Traffic Impact Study																				
Step 9: Recommended Facility Program and Opinion of Cost																				
PHASE II: Pro Forma: Financial and Economic Impact Forecast																				
Step 10: Potential Partnership Options																				
Step 11: Detailed Financial Forecast (Pro Forma)																				
Step 12: Potential Economic Impact of Recommended Facility																				
Step 13: Potential Funding Options																				
PHASE III: Final Report & Presentation																				
Step 14: Final Report																				
Step 15: Final Presentation																				



COMPENSATION

COMPENSATION SCHEDULE

Our team looks forward to the opportunity to meet with the City of Gainesville to discuss the scope of work as well as the corresponding fees. The below fee quote represents the outline of work proposed in this response and we stand ready to adjust the scope and fee structure as needed to meet the needs of the project and your team.

Project Steps	Hours by Task		Hourly Rate	Fee by Task	
	Low	High	Blended Avg	Low	High
PHASE I: STRATEGIC PLANNING					
Step 1: Project Kick-Off Call	8	8	\$245	\$1,960	\$1,960
Step 2: Existing Data Review & Preliminary Market Analysis	70	90	\$245	\$17,150	\$22,050
Step 3: Site Visit with Development Planning Session (DPS), Facilities Tour, Market Tour, and Stakeholder Meetings	72	96	\$245	\$17,640	\$23,520
Step 4: Public Survey	56	76	\$245	\$13,720	\$18,620
Step 5: Detailed Market and Needs Analysis	56	80	\$245	\$13,720	\$19,600
Step 6: Benchmark Facilities Analysis	24	36	\$245	5,880	\$8,820
Step 7: Support Amenities: Hotel Supply Analysis	20	30	\$245	4,900	\$7,350
Step 8: Traffic Impact Study	296	445	\$135	\$39,960	\$60,075
Step 9: Recommended Facility Program and Opinion of Cost	72	90	\$245	\$17,640	\$22,050
PHASE II: PRO FORMA: FINANCIAL AND ECONOMIC IMPACT FORECAST					
Step 10: Potential Partnership Opportunities	16	24	\$245	\$3,920	\$5,880
Step 11: Detailed Financial Forecast (Pro Forma)	120	160	\$245	\$29,400	\$39,200
Step 12: Potential Economic Impact of Recommended Facility	32	48	\$245	\$7,840	\$11,760
Step 13: Potential Funding Options	16	26	\$245	\$3,920	\$6,370
PHASE III: FINAL REPORT					
Step 14: Final Report	36	48	\$245	\$8,820	\$11,760
Step 15: Final Presentation	8	12	\$245	\$1,960	\$2,940
TOTAL FEE PROJECT RANGE				\$188,430	\$261,955

+ Max Not-to-Exceed Travel of \$7,500

*Travel expenses encompass flights, hotel accommodations, ground transportation and associated fees (parking, tolls, etc.), and meals, which will be billed at \$65 per consultant per day.



QUALIFICATIONS

PLAN & FUND

SPORTS FACILITIES ADVISORY

Founded in 2003, we have served more than 2,000 communities and assisted with more than \$10 billion in planned projects. Our plan-to-fund approach means we can deliver much more than the industry's leading research and financial forecast documents, we can deliver projects that are attractive to finance sources, capital partners, and municipal funding sources.

DEVELOP

SPORTS FACILITIES DEVELOPMENT

The services provided by the Development Team were born out of customer demand for better alignment between facility design and operations. Our owner's representation, procurement, and venue planning services not only achieve this goal by pairing proven operators with clients' design teams, but save money in procurement, reduce risk, and streamline the process for everyone involved.

PERFORM

SPORTS FACILITIES MANAGEMENT

Sports Facilities Management is the youth and amateur sports industry leader in outsourced facility management. We are purpose built to serve the goals and visions of our clients and produce results. We are the ultimate partner for clients who want to maintain control of their assets without the headaches, expense, and risk of daily operations. Our proven performance has led us to represent the SF Network, the largest and fastest growing network of sports and recreation facilities in the country.

YEARS IN OPERATION: 19 years

COMMUNITIES SERVED: 2,000+

ADVISORY CORE SERVICES:

CORPORATE HEADQUARTERS:

600 Cleveland St, Suite 910
Clearwater, FL 33755

SOUGHT-AFTER RESOURCE TO:

- International City & County Manager's Association (ICMA)
- National Recreation & Parks Association (NRPA)
- Sports ETA (Sports Tourism)
- Aspen Institute Project Play 2024

- Market Research
- Feasibility Reports
- Economic Impact Forecasts
- Financial Forecasts (Pro Forma)
- Community Engagement
- Facility Optimization Services
- Community Partnership Development
- Project Finance Strategy

NUMBER OF EMPLOYEES: 1,500+

CORPORATE STRUCTURE:

Limited Liability Company (LLC)

CONTRACTING FIRM:

Sports Facilities Advisory, LLC



*Full Service Real
Estate Development
Advisory Practice*

CHICAGO
MINNEAPOLIS SAN DIEGO

Hunden Strategic Partners provides a variety of advisory and consultant services for all stages of destination development, including: Placemaking and Tourism Assessments; Owner's Rep and Project Delivery Mechanisms; Real Estate Market, Financial Feasibility and Development Consulting; Economic, Fiscal and Employment Impact Analysis (Cost/Benefit); Organization Development; Public Incentive Analysis; Economic and Tourism Policy/Legislation Consulting; Research and Statistical Analysis; and Developer Solicitation and Selection, Private Management Company Solicitation and Selection.

Since its incorporation in 2006, professionals at Hunden Strategic Partners have provided all of the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. Additionally, Hunden professionals have prior professional experience in municipal and state government, economic and real estate development, and hotel operations.

More than 80 percent of Hunden's clients are public-purpose entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi- government entities charged with managing real estate, economic, and tourism development.

The firm's areas of expertise include:

- Mixed-Use Developments
- Youth Sports Tournament Complexes
- Boutique Hotels & Resorts
- Arenas & Stadiums
- Multipurpose Event Centers
- Fairgrounds & Expo Centers
- Entertainment Districts
- Convention & Conference Centers
- Convention Headquarter Hotels
- Arts & Cultural Facilities
- Retail & Restaurant
- Office, Educational, Medical/Health
- Residential
- Mall Redevelopments



CITY OF GAINESVILLE
SPORTS FACILITY FEASIBILITY & PRO FORMA STUDY

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 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.

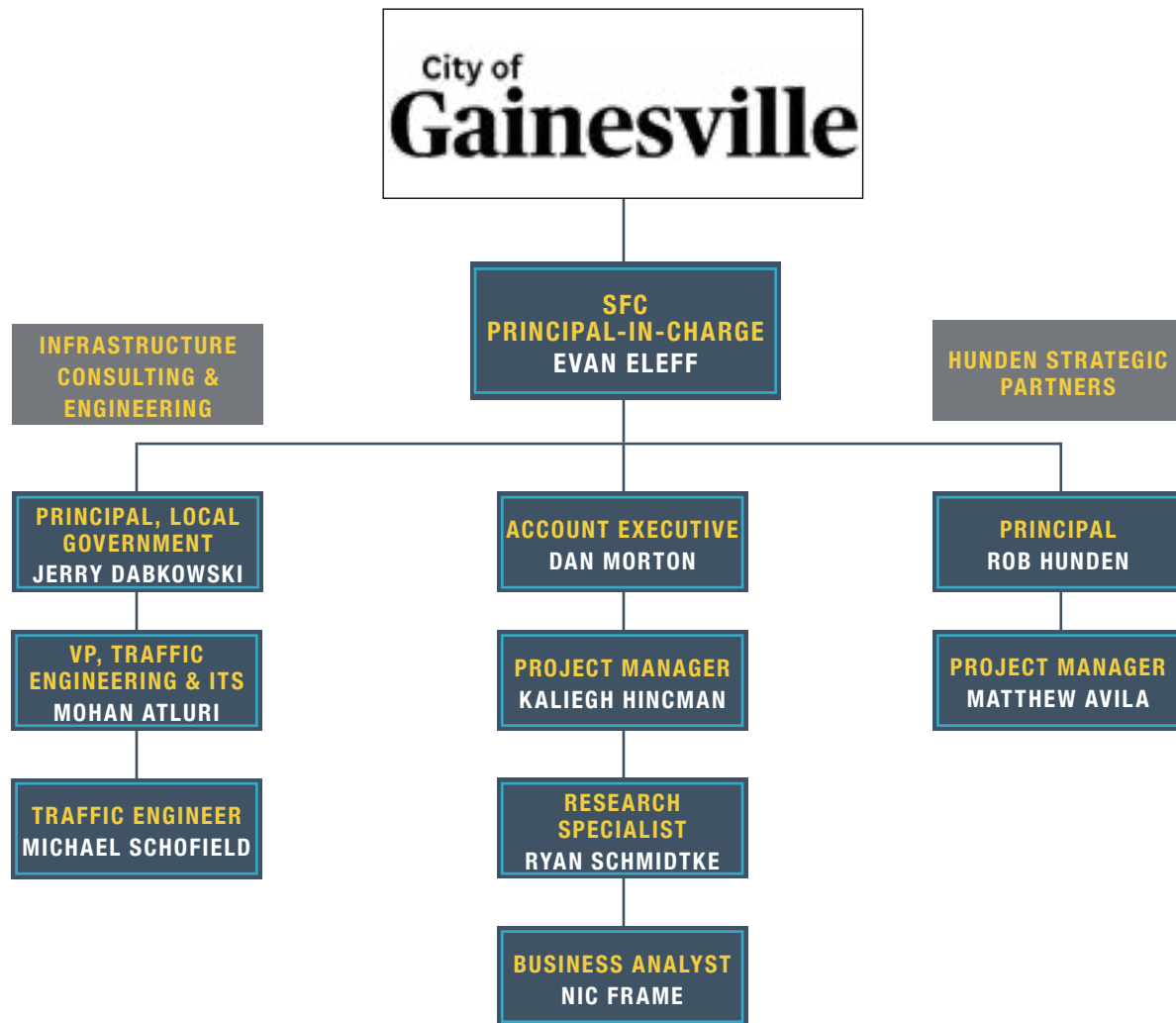
The ICE Team offers skilled and experienced staff to provide high-quality professional consulting services in all facets of transportation engineering including traffic engineering studies, design, and systems engineering. Key elements of the qualifications demonstrate the ICE Team as a valuable and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



PROJECT TEAM

PROJECT ORGANIZATION CHART





Since 2012, Evan has led SFC to its current status as the preeminent planning and finance support service firm in the community sport and parks marketplace. Evan and his team have produced more than 2,000 studies that are transforming the parks and recreation, sports tourism, and community sport landscape.

PARTNER

**EVAN
ELEFF**

SPECIALTIES:

financial forecasting, budget creation, program plan optimization

YEARS IN INDUSTRY: 16

EDUCATION:

*MBA
Sports Management
University of Florida*

Evan has been directly involved in the development, opening, programming, management, and/or optimization of more than 50 SF Companies venues.

Evan is considered one of the country's foremost experts in the youth and amateur sports and recreation industry and is an authority on new facility planning, public-private partnership creation, sports tourism destination development, and operational optimization. He is a key resource and speaker for industry associations including International City/County Management Association (ICMA), International Association of Venue Managers (IAVM), National Association of Sports Commissions (NASC), The Aspen Institute Project Play, US Indoor Sports Association, and others.

Evan has served in key roles for several groundbreaking projects focused on expanding awareness of the social, educational, economic, and health-based impacts of sport and activity, including the multiple Project Play regional reports, the Florida Recreation and Park Association Parks Benefit Calculator, and the Pure Michigan Sports Economic Impact Report.

Prior to joining SFC, Evan was the Director of Operations for the largest YMCA in the Tampa YMCA Association and was the Director of Marketing for Facility Vendor Network.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Creator, National Recreation & Parks Association Calculator

Speaker and Content Contributor, ICMA

Speaker, US Indoor Sports Association

Blue Ridge Leaders' School

Tampa YMCA

NOTABLE PROJECTS

Steele Creek Park Master Plan - Bristol, TN

Sunset Empire Parks and Recreation - Seaside, OR

The Bridge Sports Complex - Bridgeport, WV

Florida Recreation and Park Association Impact Calculator - Statewide, FL

University of Wisconsin-Eau Claire - Eau Claire, WI

Sand Mountain Park & Amphitheater - Albertville, AL

The HUB - Marion, IL



Dan began his career in facility management of an indoor sports venue in the Northeast United States. For several years, he learned the day-to-day operations of sports and recreation facilities. This experience equipped him for a transition to the planning and analysis of new facility developments with SFC.

**DEVELOPMENT
ADVISOR**

**DANIEL
MORTON**

SPECIALTIES:

strategic planning, financial analysis,
project management

YEARS IN INDUSTRY: 12

EDUCATION:

BA
Sport and Recreation
Administration
Temple University

Dan joined SFC in 2012 as a market research and document specialist, and today serves as a Development Advisor leading SFC's team of market specialists and business analysts through the development of market studies, financial forecasts, economic impact analyses, feasibility studies, and existing facility optimization plans. His work in this area is focused on serving SFC's clients to provide the most accurate and reliable information possible through dynamic financial and economic impact forecasting to create facility models that fulfill client goals as well as SFC's mission to positively impact the lives of its clients and the communities they serve.

Since joining, Dan has worked on a portfolio of over 350 projects totaling more than \$4 billion in planned and operational recreation, wellness, entertainment, and sports tourism assets.

NOTABLE PROJECTS

Iron Peak Sports and Events, Hillsborough, NJ
Aviator Sports & Events Center, Brooklyn, NY
Horizons Edge Sports Capus, Harrisonburg, VA
Hill Country Indoor, Bee Cave, TX
Bo Jackson's Elite Sports Columbus, Hilliard, OH
Upward Star Center, Spartanburg, SC
Sand Mountain Park and Amphitheater, Albertville, AL
Panama City Beach Sports Complex, Panama City Beach, FL
Cornerstone Sports Complex, Starkville, MS
Cedar Point Sports Center, Sandusky, OH
Myrtle Beach Center, Myrtle Beach, SC
The HUB, Marion, IL
Rocky Top Sports World, Gatlinburg, TN
Parks & Recreation Department, Brandon, MS



Kaliegh is an emerging sports and recreation leader who has created, implemented, and operated sports programs for YMCA's throughout the Tampa Bay area. Kaliegh takes her extensive experience in program development, cultivating community partnerships, and budget management to her role as Project Manager at the Sports Facilities Companies.

PROJECT MANAGER

KALIEGH HINCMAN

SPECIALTIES:

program development, community engagement

YEARS IN INDUSTRY: 14

EDUCATION:

BA

*Hospitality and Recreation
Management*

University of West Florida

In this role, Kaliegh serves as project lead for SFC's advisory projects, including client communications and plan development. She is a contributor for several industry-leading reports, including feasibility analysis, Pro Formas, economic impact analysis, market opportunity reports, and facility program and opinion of cost reports.

Prior to joining the SFC team, Kaliegh led the development of sports programs for a newly opened YMCA in the Tampa Bay area. She also led a staff of 40+ employees and developed a partnership with the Tampa Bay Lightning that brought ball hockey clinics to several YMCA locations.

NOTABLE PROJECTS

*Tampa Metropolitan Area YMCA-Tampa Bay Lightning Partnership

Boys & Girls Club of Portage County: Community Rec Center

Montgomery County, TX: Sports Tourism/Community Outdoor Recreation

Visit Topeka: Indoor Sports Tourism Complex

*Please note: *Projects completed prior to joining the firm.



Nic is a dedicated market and business analyst who has worked with the Tampa Bay Lightning, Women's Tennis Association (WTA), and Power Design, Inc. Nic brings his analytical skills, technical support experience and business intelligence software adaptability to his role as Business Analyst for SFC projects.

BUSINESS ANALYST

NICHOLAS FRAME

SPECIALTIES:

Business Process Improvement/
Systems Management Data
Visualization/Analysis

YEARS IN INDUSTRY: 7

EDUCATION:

MBA
Business Administration
University of South Florida

BA
Sport Management
Flagler College

In his role, Nic builds, automates, and maintains financial forecast, economic impact, and other business modeling templates. He also supports SFC's Development/Strategic Advisors and Project Managers in the enhancement and execution of formal documents used to make financial decisions for public and private projects. Additionally, Nic guides our facility optimization and financial planning and analysis (FP&A) processes. Currently, he is integrating data visualization into many of our research projects.

Nic's ability to develop and manage business process improvement has generated proven results for companies in the sports, finance, and construction industries.

NOTABLE PROJECTS

Pro Forma Automation

Power BI Visualization

Database Creation - Benchmarks & Performance



Ryan is a dedicated writer and research professional with extensive experience developing articles and comprehensive guides on a variety of topics. Ryan brings his ability to research and communicate a high volume of information, some of it complex in nature, to his role as Research Specialist & Business Writer.

**RESEARCH SPECIALIST &
BUSINESS WRITER**

**RYAN
SCHMIDTKE**

SPECIALTIES:

business process improvement, systems
management
data visualization/analysis

YEARS IN INDUSTRY: 5

EDUCATION:

JD
International Law/International Business
Law
Stetson University

BA
History
Hispanic Studies
East Carolina University

CERTIFICATION:

Diversity, Equity, and Inclusion in Business

Ryan plays a key role for SFC by developing and writing market opportunity reports, feasibility studies, business plans, presentations, and other reports as well as collecting, assessing, and reporting on the internal and external market and industry data that forms the foundation of SFA's institutional-grade analyses and forecasts.

Ryan is a recent graduate of Stetson University College of Law in St. Petersburg, Florida. He has completed various pro bono legal opportunities while at Stetson in the areas of immigration and elder law, utilizing university-learned and self-taught linguistic skills in Spanish, Portuguese, and more.

Ryan is also a contributor to sports and sports business article collections on Medium.com. His work also includes The International Football (Soccer) Legal Research Guide.

NOTABLE PROJECTS

Bluhawk Sports Park - Overland Park, KS
Brandon Parks & Recreation - Brandon, MS
Lauch Pad Sports Complex - Cocoa, FL



Career Background

Hunden Strategic Partners, Chicago, 2006 - Present
Johnson Consulting, Chicago
Grubb & Ellis, Chicago
Landauer, Chicago
Indianapolis Bond Bank/Mayor's Office, Indianapolis
Huckaby & Associates, Washington, D.C.

Indoor/Outdoor Tournament Sports Complex Analyses

Mr. Hunden conducts studies throughout the United States and North America that focus on multi-use outdoor and indoor youth and amateur sports complexes. Hunden has conducted such studies in Collier County, Osceola County, and Orange County (FL), Grand Rapids, Holland, and Saginaw (MI), Medfield (MA), Westfield (IN), Rockford (IL), Williamson County (TN), Chicago (IL), and Irvine (CA).

Experience with Sports Tourism Package

Mr. Hunden has been involved in the sports tourism industry for 25 years. He and his team understand how all of the critical elements come together to create a successful destination for tournaments.

Economic Impact Expert

Due to Mr. Hunden's strong background and experience in economic development and finance, he has become an industry leader in crafting unique financial projection models that detail the economic impact of projects of all types on their communities. Hunden creates this type of model for nearly every study completed.

Recognized Industry Leader

Mr. Hunden's career arc includes both the public and private sectors, including at the Indianapolis Bond Bank, managing placemaking development projects for the Mayor's Office in the mid-90's. Over the past 25 years, he has become an industry thought leader, expert, and frequent speaker and author in the economics of placemaking.



Rob Hunden

President & CEO

Chicago, Illinois

Hunden is an industry expert in the financial analytics of tournament and community-oriented sports complexes.

Hunden and his firm offer extensive experience in the economics of all manner of unique real estate projects, including indoor and outdoor sports complexes, mixed-use districts, convention centers and headquarter hotels, tourism projects, and entertainment districts. Over the past 25 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted more than 1,000 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than \$10 billion in completed, transformative projects, including arenas, convention centers, major convention hotels, compelling boutique hotels, entertainment districts in several cities, theme parks and major tourist attractions. Rob has written articles on downtown developments and taught college-level Destination Development courses. He has conducted IEDC panel discussions and taught numerous professional development courses for IEDC over the past 15 years.

Quick Facts:

25 Years of Industry Experience
Incorporated Hunden Strategic Partners in 2006
Indiana University Kelley School of Business, BS Finance '94



Matthew Avila

Project Manager

Chicago, Illinois

Matthew is a project manager at Hunden who brings a wide range of project and market research experience to the team. He acts as a trusted main point of contact on a variety of study types at the firm and leads clients through their tailored study processes. He leads the team of analysts to gather and interpret market data from kickoff research and meetings to delivery of findings and recommendations.

His career at Hunden has led to a specific focus on multi-use sports and recreation facilities, arenas and entertainment venues. He also leads research efforts and creates custom mapping for entertainment venues, hotels and convention centers, community recreation centers and mixed-use districts. These involve a deep understanding of the competitive supply and potential demand for local, regional and national usages. He has worked on more than 50 market, financial feasibility, and economic impact analyses.

Quick Facts:

Indiana University Kelley School of Business
BS Finance and Real Estate Concentration

Community Recreation Centers and Sports Complexes

Matthew's experience with recreation and sports facility projects ranges from community centers, recreation facilities, and youth tournament complexes to multi-use arenas. Recent efforts include:

- Multi-Use Tournament Sports Facility - Genesee County, MI
- Multi-Use Sports Facility - La Vista, NE
- Community Recreation and Sports Complex - Pueblo, CO
- Community Recreation Center - Brooklyn Center, MN
- Tournament Sports Complex - Danville, VA
- Sports and Recreation Facility - Ankeny, IA
- Community/Tournament Sports Complex - Green Bay, WI
- Sports and Community Recreation Opportunity - Temple, TX
- Multi-Use Arena and Event Facility - New Braunfels, TX

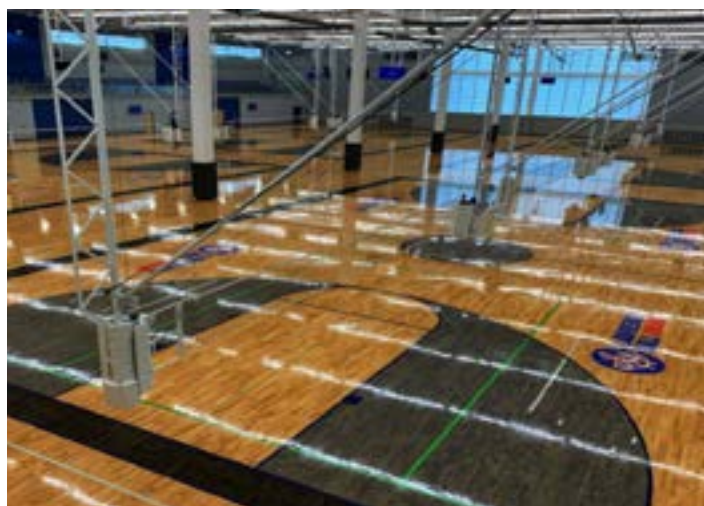
Mixed-Use and Entertainment Districts

Matthew has conducted in-depth market research and presented comprehensive findings and data-driven recommendations to clients related to mixed-use developments. He understands the critical balance between market supply and demand gaps, industry trends, and future performance projections that all contribute to answering key programming questions. Recent efforts include:

- Mixed-Use District Development - Schaumburg, IL
- Mixed-Use District Highest and Best Use - Chicago, IL
- Mall Redevelopment Highest and Best Use Study - Sterling, VA
- Kay Bailey Hutchison Convention Center Dallas Master Plan
- Destination and Tourism Area Master Plan - Temple, TX
- Mega Mixed-Use Development Plan - Overland Park, KS
- Mega Mixed-Use Development Plan - Saudi Arabia

Professional Sports Stadiums, Facilities, & Trends Database

Mr. Avila works closely with CEO Rob Hunden to prepare and update Hunden's database for professional sports stadium facility trends and surrounding entertainment districts. Matthew is a leading player in preparing Hunden's annual "State of the Industry" presentations at the Association of Luxury Suite Directors (ALSD) national and international conferences.





Jerry Dabkowski, PE

Principal – Local Government

EDUCATION:

BS, Civil Engineering, University of Florida (1979)

EXPERIENCE:

Career: 1979 – Present
ICE: 2020 – Present

REGISTRATION:

Professional Engineer:
FL #34810

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 Devices (MUTCD)
- ✓ Transportation Safety Council
- ✓ Transportation Planning Council
- ✓ Engineer of the Year, 1996

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.

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.

Westside Park Design, City of Gainesville – Gainesville, FL | Mr. Dabkowski served as the Project Manager on the redesign of this park, including the baseball fields.

City-Wide Traffic Calming, City of Dunedin – Dunedin, FL | Mr. Dabkowski researched and prepared a Traffic Calming Master Plan in coordination with City's citizens and Commission. This project involved the Sherriff's Office, along with Engineering for Maintenance Division, etc. The plan was revised not to include speed bumps.

Wayfinding Signs, City of Dunedin – Dunedin, FL | Mr. Dabkowski researched and prepared custom wayfinding signs for the City of Dunedin. Several design variations that represented the City were created and presented to the Commission. The custom signs notify the drivers throughout Dunedin of public facilities and attractions such as the library, sport complexes, City Hall, etc.

Neighborhood Traffic Calming, City of Keystone Heights – Keystone Heights | Mr. Dabkowski served Project Manager/Project Engineer who provided effective traffic calming to control the speeding within

the extensive neighborhood road networks.

Traffic Signal Design – City of Dunedin, FL | Mr. Dabkowski designed a new, aesthetic traffic signal at the intersection of Main Street and Douglas Avenue. The design was antique in style, but still followed the functionality requirements from Pinellas County's traffic signal standards.

City-Wide Streetscape Project, City of Dunedin – Dunedin, FL | Mr. Dabkowski served as Project Manager for the design that included roadway realignments, "road dieting", and safe pedestrian crossings (narrowing) for Douglas Avenue (from Main Street to Albert Street), Patricia Avenue (from SR 580 to Virginia Avenue), and SR 580 in the downtown area. Beautification of the streets was completed by designing special brick features as well as landscaping.

Traffic and Parking Survey at Pre-Designated Campuses – Pasco County, FL | Mr. Dabkowski and his team was contracted to review the morning and afternoon traffic flow from all sources, analyze the parking arrangements, and consider additional factors such as nearby off-site conditions to advise the School Board what they should do to improve the safety, efficiency, and effectiveness of traffic flow as well as improving pedestrian safety at eight locations during morning and afternoon peak periods. The intent of the School Board is to use the recommendations to develop a construction plan to resolve these problems in subsequent fiscal years.



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)

EXPERIENCE:

Career: 2002 – Present
ICE: OCT 2019 – Present

REGISTRATION:

Professional Engineer:
FL, TX, SC, NC, GA, & LA
Professional Traffic
Operations Engineer (PTOE)
#2881

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

AFFILIATIONS:

Institute of Transportation Engineers (ITE)

MOHAN ATLURI, PE, PTOE

VP - Traffic Engineering & ITS

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.

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.

Kemah Boardwalk Traffic Study – Kemah, Texas | Traffic and parking data collection, analysis of existing traffic operations and develop short term, medium range and long-range recommendations to improve mobility, developing conceptual layouts and budgetary costs for the recommended improvements, observing the delays at the boat crossing, pedestrian activity and operation of the shuttle buses.

Super Bowl LI Traffic Control Plans – Houston, Texas | Mr. Atluri was involved in preparing traffic control plans, lane closures, and submitting applications to various agencies such as TxDOT in an effort to accommodate various events and the game itself throughout the City of Houston. He participated in the Super Bowl Host Transportation Committee as a member of the Traffic & Transportation Management Committee for Super Bowl LI.

Texas A&M, Corpus Christi Campus Master Plan – Corpus Christi, Texas | Mr. Atluri provided traffic engineering services in support of the campus master plan for the TAMU-CC in Corpus Christi. Scope of services included site visits, identification of deficiencies in the existing campus traffic and transportation operations and related site layout and proposing opportunities for improvements and means of accommodating growth as part of the future development of the campus. He developed recommendations for parking, on-site traffic circulation, campus access, shuttle services, and infrastructure improvements.

METRO Northwest Transit Center Reconfiguration – Houston, Texas | Mr. Atluri served as a sub-consultant project manager on the Northwest Transit Center Reconfiguration project undertaken by METRO to redesign and expand the current facility. Scope of services for the design phase include site plan alternatives evaluation, traffic impact analysis for the preferred layout during AM and PM peak periods, pedestrian and bike access, safety, traffic & ITS, surveillance, communication and control, cost estimating, and construction traffic control plans. Scope included preparing N. Post Oak Road (with BRT lanes) and proposed shared use path plans.

Fondren Access Management Study – Houston, Texas | Worked on Access Management Study for Fondren Road from Westpark Toll Road to US 59 Frontage Roads. As part of the access management study, he was involved in identifying transportation improvements that reduced crashes, improved traffic flow, reduced motorist delay, and address multi-model/land use context. The scope of services included evaluating existing traffic conditions, crash analysis, signal warrant analysis, median modifications, driveway consolidations, providing mitigation measures, and conduct public meetings in order to obtain public input on the recommendations.

City of Sugar Land Signal Timing Optimization – Sugar Land, Texas | Mr. Atluri developed optimized signal plans for nine intersections along Sweetwater Boulevard/First Colony Boulevard, and five intersections along Williams Trace Boulevard. Travel time data was collected for both corridors before and after the implementation of the optimized timing plans to determine the effectiveness of the plans. Developed seven Time of Day plans for each intersection using Synchro traffic analysis software. Implemented traffic signal timings in the field and fine-tuned to achieve best possible progression along the corridor.

Long Meadow Farms TIA | Mr. Atluri conducted a Traffic Impact Study to evaluate the impacts of the proposed Long Meadow Farms development on the adjacent roadway system in the vicinity of the project site. The proposed Long Meadow Farms development project consisted of development of over 1,000 single family residential units. The project also included 1.6 million square feet of commercial development broken into seven sites. Additionally, a school for 600 students and a multiplex movie theatre with 22 screens were also proposed to be developed as part of this project.

MICHAEL SCHOFIELD, PE

Traffic Engineer



EDUCATION:

MS, Civil Engineering, New Jersey Institute of Technology (2015)

BS, Civil Engineering, University of South Florida (2011)

EXPERIENCE:

Career: 2015 – Present

ICE: 2021 – Present

TECHNICIAN IDENTIFICATION NUMBER (TIN):

S14354480

REGISTRATION:

Professional Engineer:

FL# 88740

CERTIFICATION:

Advanced WZTC/MOT

PROFESSIONAL AFFILIATION:

Institute of Transportation Engineers

AREAS OF EXPERTISE:

- ✓ Roadway Design
- ✓ Traffic Analysis
- ✓ Cost Estimates
- ✓ Traffic Control Plan
- ✓ Data Collection

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.

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.

Traffic Impact Analysis for West Shire Apartments – Ocala, FL | Serving as Project Manager, Mr. Schofield was tasked as a subconsultant to prepare a traffic study and analysis to meet Marion County's guidelines. The scope included the collection of existing turning movement counts (AM peak hour and PM peak hour) at the intersection of State Road 200 and 95th Street Road SW; providing trip generation per the Institute of Transportation Engineers' Trip Generation 10th Edition, Land Use Code 230, Multifamily Housing (Mid-Rise); and providing trip distribution for planned two phases of the development's construction. The analysis compared the existing, future background traffic condition, and future total traffic condition for the signal and roadway level of service in tabular form and provided mitigation to maintain acceptable level of service for signal and roadway segments. Mr. Schofield performed a turn lane warrant analysis for necessity of right turn lane and left turn lane along 95th Street Road SW and determined the required length of turn lanes per FDOT's Design Manual.

PREVIOUS EXPERIENCE:

Lecanto High School Emergency Access Alternative Analysis – Lecanto, FL | This project provided an analysis of multiple alternatives for roadway for emergency vehicles to access an educational complex with several facilities on site, the alternatives impact to the drainage retention area on site, and a feasibility analysis for the construction of a roundabout to improve traffic flow and reduce excessive queues experienced during arrival and dismissal procedures. Mr. Schofield served as a Project Engineer and was responsible for the evaluation of each of the proposed alternatives, the conceptual design of a mini-roundabout to replace the existing stop-controlled intersection that served as the only access to the school complex, and preparation of an alternative analysis report for the Citrus County School Board.

Tidewater Preserve Traffic Calming Analysis – Bradenton, FL | Mr. Schofield was tasked by the Homeowners' Association of Tidewater Preserve, as the Project Engineer, to evaluate the traffic conditions at the ingress and egress of the community for potential traffic calming solutions after several crashes at the location. The analysis included the inventory and assessment of the existing traffic control devices on all approaches to the junction, evaluation of the necessity of and existing additional access into community mailbox loop, and recommendations for passive traffic calming mitigation.

Arya Traffic Impact Analysis – St. Petersburg, FL | As a subconsultant for the Kolter Group, Mr. Schofield served as Project Engineer for the traffic impact analysis for the Arya Apartments, at 4th Street and 54th Avenue North in St. Petersburg. The analysis included modeling the roadway network using Synchro, determining the existing and future levels of service at the signalized intersections and roadway segments, and coordinating with FDOT on required length of left turn lane on 4th Street and the incorporation of turn lane improvements into existing FDOT design plans.



PROJECT EXPERIENCE



PINELLAS COUNTY PARK & CONSERVATION

PINELLAS COUNTY, FL

SFC was engaged to complete a market analysis and needs assessment as part of Phase I of a three phased scope for the Pinellas County Park and Conservation Resources Sports Facilities Master Plan (Sports Facilities Master Plan) for the unincorporated Seminole area. The market analysis and needs assessment focused on the use of existing unincorporated Seminole sports facilities by three stakeholder organizations, the recommended facilities to serve the current and future needs of those stakeholder organizations as well as the local community as a whole, and the ideal location of the recommended field assets.

Utilizing the information provided in Phase I, including conceptual designs developed by RS&H, the Project Team was re-engaged for Phase II which includes a Recreation Facilities and Services Recommendation Report. Phase II began in February 2021 and is still in process of development.

FIRM ROLES & SERVICES

- Advisory:** Market Analysis
- Needs Assessment
- Stakeholder and Community Engagement
- Existing Amenities Assessment
- Design Support

REFERENCE

Paul Cozzie, Director
 (727) 582-2502
pcozzie@pinellascounty.org



HOOVER MET COMPLEX

HOOVER, AL

This massive development has something for everyone featuring an indoor sports facility called the Finley Center, Hoover Met Baseball Stadium, RV park, indoor climbing area, a baseball complex, multipurpose fields, a tennis center, and disability-inclusive splash pad and playground.

SFC's role in pre-opening development included business development, event booking, brand development and marketing, strategic planning, hiring and organizational structure definition. SFC, engaged as the full-time outsourced management solution for the entire \$80 million complex, has doubled economic impact projections, beating bottom-line budget, and providing increased usage to the school system and parks & recreation.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 120 acres, 155,000 ft²

Features:

- 11 Basketball / 16 Volleyball Courts
- 16-Court Tennis Center
- Trade Show & Meeting Room Spaces
- 5 Multipurpose Fields
- Indoor Climbing, Food Court, RV Park
- Hoover Met Stadium (10,000+ seating)

FIRM ROLES & SERVICES

- Advisory:** Financial Forecasting
- Management:** Pre-Opening Management
Full-Time Management

REFERENCE

John Lyda, City Council President
Hoover, Alabama
205-623-8549
john.lyda@hooveralabama.gov
<https://hoovermetcomplex.com>



SPORTS TOURISM • COMMUNITY RECREATION • INDOOR/OUTDOOR



SAND MOUNTAIN PARK & AMPHITHEATER

ALBERTVILLE, AL

Sand Mountain Park is an exceptional project in Albertville, Alabama, with 130 acres of sports, recreation, and entertainment areas. This facility offers a wide variety of both local use and sports tourism use for all guests to enjoy just over an hour north of Birmingham.

SFC's role in pre-opening development includes business development, event booking, brand development and marketing, strategic planning, hiring and organizational structure definition. SFC was also contracted for FF&E and Venue Planning services including, fixture and equipment procurement and design consultation. SFC is engaged as the outsourced management solution for the entire 120 acre complex inclusive of sports tourism and local park and recreation programming.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 120 acres, 100,000 ft²

Features:

- 4 Basketball / 8 Volleyball Courts
- 4 Baseball & 5 Softball Fields
- 5 Multi-Purpose Fields
- Membership-Based Wellness Center
- 16-Court Tennis Center
- Indoor / Outdoor Pool & Aquatic Center

FIRM ROLES & SERVICES

Advisory: Financial Forecasting **Development:** Venue Planning
 Program Planning

Management: Pre-Opening Management
 Full-Time Management

REFERENCE

Tracy Honea, Mayor
City of Albertville, AL
 (256) 891-8208
mayorhonea@cityofalbertville.com



Entertainment, Amphitheater & Sports Complex Financial Feasibility Study

South Walton, Florida

Hunden Strategic Partners was engaged by the Tourism Development Council of Walton County (TDC) to perform a market demand and financial feasibility study to assess the economic impact of two potential developments: a South Walton Sports Park and an outdoor amphitheater/performing arts venue. The projects were proposed to occupy a 35-acre parcel known as Golf Garden in Miramar Beach.

Hunden's study determined the market opportunity for a sports park and/or outdoor amphitheater in Walton County. Hunden identified the primary competitors in the region and interviewed industry experts and community user groups to gain an understanding of outsider views on the opportunity. Studying existing, comparable venues also provided lessons for the future development: lessons for success, best practices, and pitfalls to avoid were all identified after analyzing similar developments in the region and around the country. Finally, Hunden considered funding options, public support, and financial and impact projection outcomes.

At the conclusion of the study, Hunden determined that the project as proposed was not a financially-viable option for the TDC to pursue. Among other findings, the size of the site did not allow for both sports and entertainment uses, including adequate parking, to coexist in a feasible way. Hunden did provide alternate development scenarios for the TDC to consider should they decide to pursue the acquisition of the Golf Garden site. These included an upscale amphitheater with flexible capacity, as well as an indoor sports complex with support retail and possible hotel.

Client: Tourism Development Council of Walton County

Time Period: 2019



Osceola County Sports Market & Needs Assessment

Osceola County, Florida

Hunden Strategic Partners was engaged by Osceola County, Florida to perform a market and needs assessment study regarding community athletics at Austin Tindall Regional Park, Osceola County Softball Complex on John Young Parkway, and the Stadium at Osceola Heritage Park as part of a major sports facilities master plan and expansion analysis.

Austin-Tindall Regional Park encompasses 115 acres of active and passive recreational areas and is only 9.5 miles from the Orlando International Airport. Austin-Tindall Regional Park is a managed athletic facility that has annual events in soccer, football, lacrosse, and rugby. The Osceola County Stadium was home to the Houston Astros Spring Training during February and March. Throughout the remainder of the year, the stadium hosts more than sixteen amateur athletic tournaments through partnerships with U.S. Specialty Sports Association (USSSA), Triple Crown, and World Baseball Federation. The Softball Complex has five (5) softball fields that can be used to host a variety of events. The facility hosts fast pitch softball, slow pitch softball, and youth baseball events.

Hunden was retained to analyze the historical performance of the three facilities, the opportunities for future growth and expansion of facilities. With both the Houston Astros and USSSA leaving Osceola Heritage Park and the need to expand the other two facilities, a realignment of the sports facilities is needed, including significant expansion and site relocation. HSP recommended the changes and made projections of demand, financial performance and impact on the County.

Client: Osceola County, Florida

Time Period: 2015



APPENDIX

DRUG-FREE WORKPLACE FORM

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

Sports Facilities Advisory, LLC 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

July 11, 2022

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.

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 (# L04000086492)

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.

Sports Facilities Advisory, LLC

Bidder's Name

Evan Eleff, Partner

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

July 11, 2022

Date

REFERENCE FORM

Name of Bidder: Sports Facilities Advisory, LLC

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): 2019-2022

Company Name: Pinellas County Park & Conservation
Address: 12520 Ulmerton Road
City, State Zip: Largo, FL 33774
Contact Name: Paul Cozzie
Phone Number: (727) 582-2502 Fax Number: _____
Email Address (if available): pcozzie@pinellascounty.org

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): 2016-2022

Company Name: City of Hoover, AL
Address: 100 Municipal Lane
City, State Zip: Hoover, AL 35216
Contact Name: John Lyda
Phone Number: (205) 623-8549 Fax Number: _____
Email Address (if available): john.lyda@hooveralabama.gov

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): 2018-2022

Company Name: City of Albertville, AL
Address: 116 W Main St
City, State Zip: Albertville, AL 35950
Contact Name: Tracy Honea
Phone Number: (256) 891-8208 Fax Number: _____
Email Address (if available): mayorhonea@cityofalbertville.com

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Sports Facilities Advisory LLC	
2 Business name/disregarded entity name, if different from above	
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.	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) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
<input type="checkbox"/> Individual/sole proprietor or single-member LLC	<input type="checkbox"/> C Corporation
<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ S <small>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.</small>	<input type="checkbox"/> S Corporation
<input type="checkbox"/> Partnership	<input type="checkbox"/> Trust/estate
<input type="checkbox"/> Other (see instructions) ▶	
5 Address (number, street, and apt. or suite no.) See instructions. 600 Cleveland St. Ste 910	Requester's name and address (optional)
6 City, state, and ZIP code Clearwater, FL 33755	
7 List account number(s) here (optional)	

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	
[]	[] - [] - [] [] [] []
OR	
Employer identification number	
3	2 - 0 1 0 9 3 4 4

Part II Certification

Under penalties of perjury, I certify that:

1. 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
2. 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
3. I am a U.S. citizen or other U.S. person (defined below); and
4. 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 ▶ 9-7-21
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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.

State of Florida

Department of State

I certify from the records of this office that SPORTS FACILITIES ADVISORY L.L.C. is a limited liability company organized under the laws of the State of Florida, filed on December 1, 2004.

The document number of this limited liability company is L04000086492.

I further certify that said limited liability company has paid all fees due this office through December 31, 2021, that its most recent annual report was filed on April 22, 2021, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Seventh day of February, 2022*



Randy Be
Secretary of State

Tracking Number: 7079438845CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

EXCEPTIONS TO THE RFP

Sports Facilities Advisory, LLC has no exceptions to the terms, conditions, and specifications set forth in the Standard Proposed Contract and this RFP.