

City of Gainesville

Procurement Division (352) 334-5021(main)

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 [X] 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: [X] Bidder is NOT in arrears [] Bidder IS in arrears
Bidder is not a defaulter, as surety or otherwise, upon any obligation to City: [X] 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: Victus Advisors LLC

DBA:

Authorized Representative Name/Title: Brian Connolly, Managing Principal

E-mail Address: bconnolly@victusadvisors.com FEIN: 45-4848806

Street Address: 2720 Homestead Road, Suite 130, Park City, UT 84098

Mailing Address (if different):

Telephone: (435) 776-5728 Fax: ()

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,

- [X] 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: [Handwritten Signature]

SIGNER'S PRINTED NAME: Brian Connolly DATE: 07/08/2022





RECX-220073-DM

CITY OF GAINESVILLE SPORTS FACILITY
FEASIBILITY & PRO FORMA STUDY

JULY 11, 2022



July 11, 2022

City of Gainesville
200 E University Avenue
Gainesville, FL 32601



To whom it may concern:

Victus Advisors, along with our local project partner CHW, is pleased to present this proposal to the City of Gainesville ("Gainesville" or the "City") to provide a Sports Facility Feasibility & Pro Forma Study.

Who We Are - Victus Advisors is an independent sports facility research, planning, and analysis firm that specializes in objective, analytical, and research-based recommendations for sports facility planning and development. We are a national leader in sports facility consulting, as our leadership has consulted on hundreds of comparable projects across North America, featuring over \$100 Billion in economic impact net present value and creating plans totaling over \$20 Billion in facility construction costs.

In addition, CHW will prepare a traffic impact and transportation analysis for the Waldo Road/NE 8th Avenue project area. CHW has extensive experience in traffic planning in Gainesville & Alachua County.

What We Know – The City of Gainesville is considering a redevelopment of the MLK Recreation Center that could not only provide significant quality of life improvements for East Gainesville residents, but also serve as a state-of-the-art sports tourism venue that drives measurable visitor impacts. That said, planning and development of sports facilities is a unique and complex project, and ultimately the long-term success of the venue lies in the selection of sports facility research experts to provide an unbiased, thorough, and proven feasibility analysis process to identify the right solutions for the City of Gainesville.

What We Do – Victus Advisors is an assembled team of sports tourism industry leaders who are experts in their fields and have a proven track record of success on comparable sports facility research and planning projects in Alachua County, the State of Florida, and beyond. Our team understands that sports tourism facility planning requires customized research and analysis to help communities achieve their unique goals and develop a facility that is tailored for both local/community use and the demands of the regional/national sports tournament markets. Within the past decade alone, Victus has completed more than 100 relevant sports facility studies in over 35 states, including numerous relevant sports projects in the State Florida, including in Alachua County. We hope to add the City of Gainesville to our rapidly growing list of satisfied sports facility feasibility clients!

If you have any questions regarding our proposal, you are welcome to contact me at the phone number or email below. We look forward to the opportunity to work with you!

Sincerely,

A handwritten signature in black ink that reads 'Brian Connolly'.

Brian Connolly
Founder & Managing Principal, Victus Advisors LLC
2720 Homestead Road, Suite 130, Park City, UT 84098
Phone: 435.776.5728 // Email: bconnolly@victusadvisors.com



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SECTION A

Technical Proposal



Victus Advisors proposes the following methodology for a market/financial feasibility study, economic impact analysis, and traffic impact analysis for a renovated/expanded sports and recreation complex in the City of Gainesville:

1. **Kickoff Meetings, Site Tours & Stakeholder Interviews (2 days on-site)** – To kick off this study, Victus Advisors and CHW will meet in Gainesville with the City’s project steering committee in an initial planning meeting. Our goals for this kickoff meeting will be to:
 - Engage project leadership and establish the defined working group.
 - Gather opinions regarding the historical background and key drivers of this project.
 - Confirm the proposed study process and goals.
 - Review our initial ‘Information Request’ and collect any relevant data or reports.
 - Review and discuss past surveys and existing research regarding East Gainesville residents’ wants/needs from both a recreation and economic development standpoint.
 - Tour the proposed project site in Gainesville (Martin Luther King, Jr. Recreation Center and Citizens Field Stadium).

In addition to the kickoff meeting and site tour described above, Victus Advisors will also meet in one-on-one meetings with various key stakeholders, sports community leaders, and potential indoor/outdoor sports facility user groups. These sports stakeholder and key user group interviews will help to develop an understanding of local and regional usage demand. We will rely on the City to help us identify these key stakeholders/suers and assist us with arranging these meetings to take place in Gainesville. Typically, we complete at least 10-15 stakeholder interviews over the course of our two days on-site. Additional telephone interviews (or video conferences) may also be completed for any local user group who is not available during our on-site meeting days, as well as additional potential user groups that we identify during our research process (as noted in task 4 on the next page).

2. **Local Sports Program & Facility Inventory** – Victus will conduct a review of local sports programs and facilities within the City of Gainesville, including competitive youth and amateur sports programs and sports facilities. Our facility analysis will include the location, facility type, ownership, operations, maintenance, users, events, and fee structures. Victus has found that local sports groups can often be the catalyst for: a) weekday usage, and b) launching homegrown tournaments that can attract significant tournament activity.
3. **Competitive & Comparable Sports Facility Benchmarking** – Victus will also conduct a review of at least six (6) comparable sports facilities and complexes. Our analysis will include the location, facility type, ownership, operators, usage fees, sports and event utilization, daily programming and tenant, courts/fields, other surfaces, attendance/seating capacities, hotels and other amenities, and other such key operational and financial data. This comparable facility review will serve as the baseline for benchmarking best practices and potential utilization, revenues/expenses, and visitor impacts that could be generated in Gainesville.

4. **Additional Telephone Interviews with Local & Regional Sports & Event Organizers** – In addition to the onsite interviews with key stakeholders and local sports user groups, Victus will also conduct at least 10-15 additional telephone interviews with other amateur sports and event organizers that have hosted events in Gainesville or similar markets in recent years. These interviews will result in a list of interested organizers who could bring their events to a renovated/expanded sports complex in Gainesville.

5. **Facility Recommendations & Hotel Needs** – Based on the results of our market analysis, as well as our firm’s extensive sports facility experience, Victus will develop recommendations for program needs and amenities that could be associated with a renovated/expanded sports and recreation complex in Gainesville. We will start with the program description outlined in the RFP, and ultimately our program recommendations may include but may not be limited to demand for courts, fields, aquatics, ice, other sports/recreation categories and surfaces, layouts and specifications by sport and use, seating needs (temporary and permanent), other programmable event space and multi-use capabilities, food and beverage areas, merchandise and apparel shops, operations and storage, locker rooms, showers, restrooms, parking needs, etc. We will also analyze the existing hotel availability and potential future need for hotel rooms to accommodate the recommended facility improvements.

6. **Interim Presentation of Market Research Findings & Facility Recommendations** – At this point in our process, we will prepare and virtually present our interim findings and facility demand assessment/recommendations. The goal of this interim videoconference presentation is to ensure that Victus and Gainesville are all on the same page regarding the initial vision for the facility, prior to proceeding with our facility operations analysis.

7. **Annual Usage Projections & Operating Pro Forma (5-year Model)** - Victus Advisors will develop a facility usage/events model and financial operating pro forma for the new complex. First, we will generate usage estimates that project both the sustainable daily usage (local use) and the number of special or recurring events and attendance (sports tournaments/events). Next, for each appropriate usage category, we will estimate the annual levels of usage, attendance, rentals, concessions, merchandise, parking, etc., and the corresponding revenues/expenses associated with each. Lastly, we will estimate staffing needs/requirements for the complex. Overall, our 5-year operating pro forma will include:

REVENUES	EXPENSES
Rentals and user fees	Salaries and benefits
Concessions / catering	Event-related expenses
Merchandise / apparel	General & administrative
Sponsorships / advertising	Marketing / advertising
Parking	Repairs and maintenance
Reimbursables	Utilities
Transfers and grants	Insurance, legal and professional
Other applicable revenue sources	Other such expenses



In addition to the operating pro forma (which will help determine whether the proposed sports complex can be operationally self-sustaining or if operating subsidies could be required), Victus Advisors will also include estimates and assumptions in our model regarding long-term capital maintenance funds that may be needed for the complex.

8. **Estimated Cost of Development** - Victus Advisors will develop a preliminary opinion of probable construction costs for the various venue development options recommended in previous tasks. This cost estimate will include both hard and soft costs, such as site preparation and infrastructure costs, building and surface construction costs, equipment and major systems costs, soft cost estimates (design, land-use fees, building permit fees, etc.), as well as a total capital project cost estimate.

9. **Economic & Fiscal Impact Analysis** - It is likely that sports facility construction and increased sports tourism would have significant economic and fiscal impacts in the City of Gainesville. In this task, Victus Advisors will utilize our extensive experience conducting economic/fiscal impact studies for sports tourism venues to prepare estimates of the potential economic, fiscal, and other visitation impacts that could be generated by sports facility construction and incremental sports tourism. These estimates will be based upon the operating/financial projections developed by Victus Advisors, as well as direct spending characteristics of similar events/venues across the country.

Victus Advisors is experienced using the IMPLAN system, the economic research/planning industry standard for impact analysis, to estimate the overall economic impacts of venues and events. IMPLAN currently has hundreds of licensed users throughout the United States including universities, government agencies, and private companies. This computer software package consists of data and procedures for developing input-output models to quantify



interactions between firms, industries, and institutions within a local economy. IMPLAN’s economic multipliers are updated annually and come from data collected by the US Department of Commerce, US

Bureau of Labor Statistics, and other government agencies. Using the IMPLAN system, Victus Advisors will identify the following potential impacts:

- *Economic Impacts* - Direct Visitor Spending (by industry sector – hotel, restaurant, retail); Indirect & Induced Spending; Total Economic Output; Full- and Part-time Jobs Created/Supported; and Wages Associated with those Jobs
- *Fiscal Impacts* – Local tax revenues generated by direct and indirect/induced spending, typically including sales and use taxes, hotel taxes, and other such taxes assessed on incremental visitors to the community, as driven by new sports tourism venues.
- *Total Annual Visitor & Hotel Night Estimates* – We will also identify key visitation impacts such as incremental hotel nights that could be generated by of incremental outside visitors (including players, coaches, parents, etc.) for new sports tourism events.

10. Funding Options Analysis – Victus Advisors will develop an analysis of alternative funding sources beyond user and rental fees. Prior to any customized analysis of the local market in Gainesville, a preliminary list of potential public and/or P3 funding sources for sports facilities could include, but may not be limited to:

- *Public Sector Participation* - General obligation or revenue bonds, Visitor taxes, Ad valorem taxes, Sales taxes, Certificates of participation, Tax increment districts, General funds, Grant programs, etc.
- *Private Sector Participation* - Private donations; Foundation gifts; Corporate naming; Tenant, operator, or concessionaire participation; Public-private development (including ancillary development rights); etc.

11. Traffic Impact Analysis (CHW) – CHW will complete a planning level transportation analysis that will help guide the City of Gainesville through the decision process on the project. This analysis will consist of four components:

- *Planning Level Transportation Analysis* - Review of the site trip generation for both the existing land uses at the site (northwest quadrant of Waldo Road/NE 8th Avenue) and the proposed land uses at the site, based on the development program identified by Victus Advisors. The before and after analysis will recognize existing land uses and provide a comparison of how the transportation impact will change with new venues.
- *Review of Neighborhood Impacts* - A network transportation model will also be created to show the trip distribution of the development through the transportation network. This modeling will provide an indication of traffic anticipated on the roadway network as a result of proposed site changes. Traffic volumes will be collected at a key location on the roadway network and a planning level analysis of the network will be completed. As part of this analysis, we will identify areas of concern and improvements that will likely be needed to mitigate the impacts or concerns. Planning level cost estimates will be developed for any improvements necessary to assist in mitigating impacts. The objective of this analysis will be to identify impacts, possible improvements, and probable costs.
- *Possible Mitigation Strategies for Transportation Network* - With the location of the facility and the regional nature of the travel patterns associated with the facility, traffic impacts in nearby residential areas are possible. Of critical concern is the route to the west along NE 8th Avenue which goes through the Duck Pond neighborhood. Previously, traffic concerns through the adjacent neighborhoods have been raised by the community. As part of the study, we will identify strategies to mitigate impacts in adjacent neighborhoods due to events at the sports facility. This includes recommendations of possible ingress/egress routes to the site during events.

11. Traffic Analysis (CHW) – *cont.*

- *Multi-modal Access Enhancements to Surrounding Community* - Certain elements of the sports facility are anticipated to serve the local community. With local use, multi-modal access is imperative. The analysis will include multi-modal infrastructure strategies for access, including but not limited to pedestrian, bicycle, and transit facilities that connect the proposed facility to the surrounding community. With the sports facility located on Waldo Road, general strategies for Waldo Road will be identified so that the sports venue is connected to all neighborhoods in the area, including those east of Waldo Road.

12. Final Deliverables - At the conclusion of our research and analysis process, we will prepare a final report summarizing all of our market research, financial and operational analysis, economic analysis, traffic analysis, and other key findings, recommendations, and conclusions. We will initially submit this draft deliverable electronically and then review it with the project working group/steering committee. Once the client has provided feedback on the initial draft report, we will prepare a final report and present a summary of our findings to the client and any key partners/stakeholders in Gainesville.

PROPOSED FEASIBILITY STUDY TIMELINE

The majority of our proposed scope of services will be completed in approximately 12 weeks, from project kickoff meetings to submittal of our full draft report, as shown below. The final public presentation of findings is expected to occur at a later date based upon City Commission meeting schedules.

PROJECT TASK	WEEK:	1	2	3	4	5	6	7	8	9	10	11	12
Kickoff Meeting, Site Tours & Local Stakeholder/User Group Interviews													
Local Sports Program & Facility Inventory													
Competitive & Comparable Sports Facility Benchmarking													
Additional Telephone Interviews w/ Sports & Event Organizers													
Facility Recommendations/Hotel Needs & Interim Findings Presentation													
Usage Estimates & Operating Pro Forma													
Estimated Cost of Development													
Economic & Fiscal Impact Analysis													
Funding Options Analysis													
Traffic Impact Analysis (CHW)													
Deliver, Review & Edit Draft Report													
Final Presentation - Present Final Report in Gainesville (TBD)													

Note: Green boxes identify two (2) proposed trips to Gainesville by Victus Advisors



SECTION B

Price Proposal



Victus Advisors proposes a **total fixed cost of \$74,990**, which includes professional services fees for both Victus and CHW, plus a fixed travel expense budget for up to two (2) trips to Gainesville by Victus Advisors consultants.

PROJECT TASK	ESTIMATED HOURS			TOTAL PROFESSIONAL FEES
	Victus Advisors		CHW	
	Principal \$315	Directors \$185	Blended* \$171	
Kickoff Meeting, Site Tours & Local Stakeholder/User Group Interviews	16	16		\$8,000
Local Sports Program & Facility Inventory	2	16		\$3,590
Competitive & Comparable Sports Facility Benchmarking	2	20		\$4,330
Additional Telephone Interviews w/ Sports & Event Organizers	2	20		\$4,330
Facility Recommendations/Hotel Needs & Interim Findings Presentation	8	12		\$4,740
Usage Estimates & Operating Pro Forma	8	28		\$7,700
Estimated Cost of Development	2	22		\$4,700
Economic & Fiscal Impact Analysis	6	24		\$6,330
Funding Options Analysis	4	16		\$4,220
Traffic Impact Analysis (CHW)			108	\$18,440
Deliver, Review & Edit Draft Report	4	6		\$2,370
Final Presentation in Gainesville	8	0		\$2,520
TOTAL - PROFESSIONAL FEES:	62	180	108	\$71,270

EXPENSE TYPE	BUDGET
Trip 1 - Kickoff Meeting, Site Tours & Stakeholder Interviews - Travel costs for 2 consultants x 2 days	\$2,610
Trip 2 - Final Presentation of Findings - Travel costs for 1 consultant x 1 day	\$1,110
TOTAL - FIXED EXPENSE BUDGET FOR TWO (2) TRIPS TO GAINESVILLE:	\$3,720

TOTAL FIXED FEE PROPOSAL (PROFESSIONAL FEES + TWO TRIPS):	\$74,990
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** Blended hourly rate based upon VP-\$225, DM-\$180, PM-\$165, PE-\$120, D-\$105*

Please note, our expense budget does not include any copying, printing, binding, or shipping of project materials and deliverables, as it is assumed that all materials and deliverables would be submitted electronically.



SECTION C

Statement of Qualifications: Victus Advisors





FIRM BACKGROUND & EXPERIENCE **VICTUS ADVISORS**

At Victus Advisors, our approach is research-based, economic-minded, and community-focused. We assist our clients in establishing market-driven sports facility and sports tourism plans that maximize impact and minimize risk. In fact, our principals work directly with clients to create original plans that identify opportunities, gauge risks, and provide next steps for execution.

Victus Advisors has successfully provided our market-driven and client-centric facility planning services to cities, counties, CVBs, economic agencies, and sports commissions nationwide.

As an independently owned and operated advisory practice, we pride ourselves on:

- Providing client-centric and community-focused services, that meet the needs of stakeholders and community members.
- Facilitating original, market-driven research that is free from conflicts of interest associated with contingent services.
- Delivering actionable reports that provide clients a full understanding of the market demand, financial feasibility, and economic realities.
- Leveraging our expert advisors' industry experience to deliver a plan based in reality and focused to move the plan forward.

ADVISORY EXPERIENCE

Founded in 2012, Victus Advisors has quickly grown to be the independent leader in sports and event facility advisory.

Victus Advisors' leadership has consulted on hundreds of projects across North America, featuring over \$100 Billion in economic impact net present value and creating plans totaling over \$20 Billion in facility construction costs.

SERVICES

- Market Demand
- Financial Feasibility
- Sports Tourism Strategic Plans
- Economic & Fiscal Impact Analysis
- Operating Pro Formas
- Custom Market Research
- Sports Facility Operational Reviews
- RFP & Negotiation Assistance
- Sponsorship & Naming Valuations
- Sports Marketing Plans

FACILITIES

- Youth/Amateur Sports Tourism Facilities (both Indoor & Outdoor)
- Arenas & Event Centers
- Stadiums & Ballparks
- University Sports Facilities
- Concert & Performing Arts Venues
- Other Tourism, Hospitality & Public Venues



RELEVANT EXPERIENCE

Our **experience is relevant and current**. Since our firm’s founding a decade ago, Victus Advisors has completed over 100 venue projects in 35 states, as shown above. And throughout their careers, both with Victus and prior, our firm’s principals have completed more than 10 sports, recreation, and other such projects in the State of Florida, as summarized on the next page.

PROVEN METHODOLOGIES

Our **proven research methods** rely on primary market research and sports community engagement to identify unique venue demand drivers and sports market opportunities for each client.

Our **customized, analytical approach** allows us to build unique models for each client, with quantified opportunities for both local usage and regional/national sports events that drive economic impact.



**DATA-DRIVEN
SPORTS MARKET
ANALYSIS
& DEMAND
PLANNING**

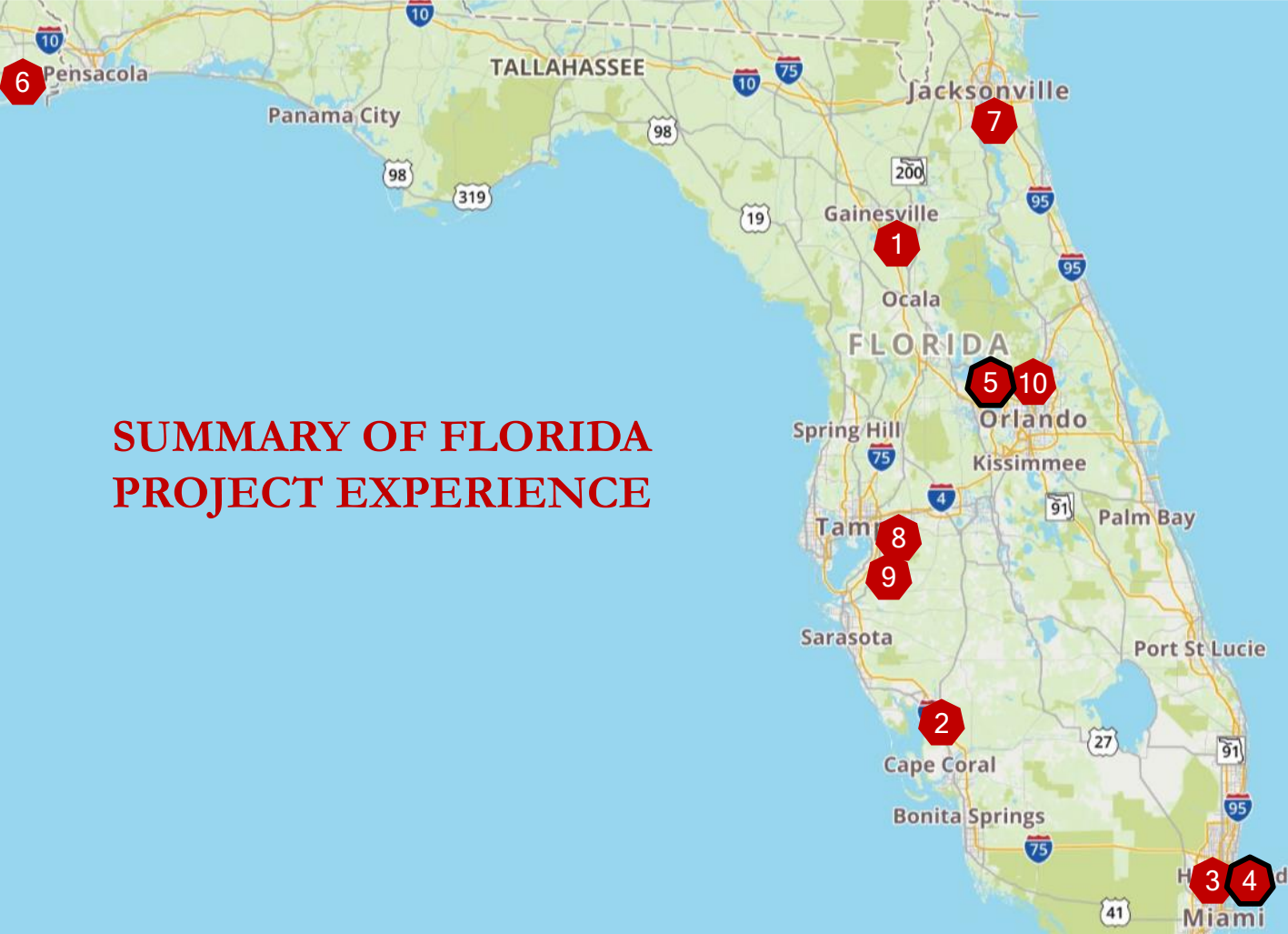


**SPORTS
COMMUNITY
ENGAGEMENT &
CUSTOMIZED
MARKET RESEARCH**



**QUANTIFIED
SPORTS FACILITY
DEMAND &
ECONOMIC IMPACT
PROJECTIONS**

SUMMARY OF FLORIDA PROJECT EXPERIENCE



1. Alachua County – 2019 – Multi-Use Sports & Events Center Feasibility Study
2. Lee County – 2017 – Sports Tourism Facilities Expansion Study
3. Inter Miami & XBTO – 2021 – Soccer Jersey Valuation Analysis
4. El Clásico Miami – 2017 - Partnership Valuation for Real Madrid vs. FC Barcelona
5. Brightline Trains – 2022 - Valuation Analysis for Public Transit Sponsorship/Advertising Assets
6. Pensacola Ice Flyers – 2017 - Economic Impact Study
7. University of North Florida – 2016 - UNF Arena Renovation Feasibility Study
8. University of South Florida – 2010 - Sun Dome Renovation Feasibility Study*
9. Tampa Rays Ballpark – 2010 - Market Study & Location Analysis for a New Ballpark*
10. Orlando Magic – 2007 - Amway Center Pre-Construction Research & Planning*

**Asterisk denotes work completed by our managing principal prior to founding Victus Advisors in 2012*



BRIAN CONNOLLY PARK CITY, UT

Brian will be the Project Director for the City of Gainesville. Brian founded Victus Advisors in 2012 to bring an objective, market-driven, and client-centric approach to sports, recreation, and event facility planning. He leads client relationship management and project planning for the firm. Brian is an Ivy League economics graduate with an MBA in sports business, who after working in the municipal bond markets and directing research and financial operations for a leading financial research firm, decided to follow his passion for sports business. In 2018, he was recognized by ConnectSports as a “Game Changer” in the Sports Tourism industry.

EDUCATION:

M.B.A., Sports Business - Arizona State University
B.A., Economics - University of Pennsylvania

SPECIALTIES:

- Sports Facilities
- Sports Tourism
- Market Research
- Demand Modeling
- Community Engagement
- Financial Analysis
- Economic Analysis
- Strategic Planning Services
- Municipal Finance
- Sponsorship Analysis

WORK EXPERIENCE:

Founder & Managing Principal – Victus Advisors
Senior Consultant – Conventions, Sports & Leisure
Business Strategy & Research – Orlando Magic (NBA)
Business Strategy & Research -- Arizona Cardinals (NFL)
Director, Financial Analysis – Chatham Partners
Municipal Bond Analyst – Commerce Capital Markets

INDUSTRY LEADERSHIP:

2018 Connect Sports ‘Game Changer’ Award Winner
Conference Speaker: Connect Sports, International Association of Venue Managers (IAVM), Association of Luxury Suite Directors (ALSD)
University Lectures: Columbia University Sports Management, Syracuse University Falk School of Sport & Human Dynamics, San Diego State University Sports MBA Program

RELEVANT CLIENTS:

- Youth Sports – Alachua County FL, Lee County FL, City of Williamsburg VA, City of Virginia Beach VA, City of Anaheim CA, City of Columbia MO, City of Fort Wayne IN, City of Hagerstown (MD), Cumberland County PA, Blount County TN, Northport AL
- Stadiums – Aloha Stadium, PETCO Park, Globe Life Park, Proposed Rays Ballpark, Portland MLB, University of Phoenix Stadium, First Energy Stadium, Oakland-Alameda County Coliseum, Levi’s Stadium, StubHub Center, Audi Field
- Arenas & Event Centers – Barclays Center, Amway Center, Capital One Arena, Scottsdale NHL Arena, Las Vegas Arenas, Kaiser Permanente Arena, Fort Wayne Arena, Riverside Arena
- Arts/Entertainment – City of Thornton CO, Wasatch County UT, Lafayette LA EDC, City of Sugar Land TX, UIC Pavilion, Santa Cruz Civic Auditorium



WALTER FRANCO PARK CITY, UT

Walter will be the Research Director for the City of Gainesville. Since joining Victus Advisors in 2015, Walter Franco has led our market research and strategic analysis efforts for our sports facility and sports tourism clients. Walter is bi-lingual, and his professional experience prior to Victus includes projects and roles with English-speaking groups such as Major League Soccer, Real Salt Lake, and University of Utah, as well as several Spanish-language projects for Mexican professional soccer clubs. Walter earned an M.B.A. with a focus on sports management from San Diego State University, and a B.A. in business administration from the University of Utah.

EDUCATION:

M.B.A., Sports Business - San Diego State University
B.A., Business Administration - University of Utah

SPECIALTIES:

- Primary Market Research Methods
- Secondary Market Research Methods
- Surveys & Focus Groups
- Usage Projections
- Operating Pro Formas
- Financial Modeling
- Economic Analysis

WORK EXPERIENCE:

Principal – Victus Advisors
Corporate Development – Utah Grizzlies (ECHL)
Graduate Consultant – Soccer United Marketing / Major League Soccer
Analyst – Royal Bank of Scotland (RBS)

RELEVANT CLIENTS:

- Alachua County (FL) – Multi-Use Sports & Event Center Feasibility Study
- Lee County (FL) – Sports Tourism Facilities Expansion Study
- University of North Florida (UNF) – UNF Arena Renovation Study
- City of Virginia Beach (VA) – Sports Venue Inventory, Market Assessment & Feasibility Study
- Monroe-West Monroe (LA) – Indoor Sports Center Feasibility Studies
- City of Santa Cruz (CA) – Multi-Use Arena Feasibility Study
- Visit Ventura County Coast (CA) – Sports Tourism Facility Feasibility Studies
- Marathon County / Visit Wausau (WI) – Sports Events Center Feasibility Study
- Allen County-Fort Wayne (IN) Capital Improvement Board – Events Center Feasibility Study
- City of Thornton (CO) – Cultural Arts & Performance Theater Feasibility Study
- State of Hawaii - Aloha Stadium & Mixed-Use Entertainment District Feasibility Study
- Yellowstone County (MT) – Indoor Sports Market & Feasibility Study

INDUSTRY LEADERSHIP:

Conference Speaker: Yale University
Soccer Conference, Utah Recreation & Parks Association
University Lectures: University of Utah,
San Diego State University Sports MBA Program, BYU Sports Management



RICK HIBBETT CHESAPEAKE, VA

Rick will be the Development Planning Director for the City of Gainesville. After receiving his BS in Construction Management and minor in Business Administration from East Carolina University, Rick worked in the construction and development industry for 12 years. Rick led the development of the new Virginia Beach Sports Center (opened in 2020) and has quickly become a leader in the sports events center development industry. He has toured many of the major sports venues across the country, studying best practices to assist clients in developing the right model for their specific needs. His role in the feasibility phase is instrumental in pre-planning for construction cost estimation, ownership and operating models, conceptual facility design/components, and public financing.

EDUCATION:

B.S. in Construction Management, Minor in Business Administration
East Carolina University - Greenville, NC

PROFESSIONAL CERTIFICATIONS:

- DBIA Associate
- LEED Green Associate

RELEVANT EXPERIENCE:

VIRGINIA BEACH SPORTS CENTER VIRGINIA BEACH, VA | \$68.8M

- Development lead for design/build construction of a 285,000 SF indoor sports center
- 12 high-school sized hardwood basketball courts, convertible to 6 collegiate-sized courts or 24 volleyball
- 200-meter indoor hydraulically-banked track with seating for up to 5,000 spectators

HENRICO COUNTY SPORTS & EVENTS CENTER HENRICO, VA | \$45M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- 200,000 +/- SF
- 12 Basketball Courts / 24 Volleyball Courts

ATHLETIC RESEARCH AND PERFORMANCE CENTER KNOXVILLE TN | \$80M

- Cost Estimation, Development Consulting
- Indoor and Outdoor Complex - 6 Courts, Indoor Turf Field, 8 Outdoor Turf Fields

SPORTS ANAHEIM INDOOR & OUTDOOR COMPLEX ANAHEIM CA | \$150M

- Cost Estimation, Development Consulting
- Indoor and Outdoor Complex

CONFIDENTIAL SPORTS COMPLEX EAST COAST | \$85M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- Project Scope - 8 basketball courts and 200-meter indoor hydraulically-banked track

WILLIAMSBURG SPORTS & ENTERTAINMENT COMPLEX WILLIAMSBURG, VA | \$60M

- Development Lead - Research/Studies, Site Analysis, Concept Design, Cost Estimation
- Proposed development - 12 basketball courts, outdoor music venue, and e-sports



MARKET, FINANCIAL, OPERATIONAL & ECONOMIC ANALYSIS FOR THE NEW INDOOR SPORTS CENTER IN ALACHUA COUNTY, FLORIDA (2019)



2018 – Victus was initially engaged by Alachua County to prepare a market demand analysis and site options analysis for a potential new multi-use sports center to be located in the City of Gainesville. Our study results envisioned that the sports center would seat 3,000 spectators and be a multi-purpose, flexible and functional space that will accommodate athletic events, banquets, graduations, and various consumer shows, performances, and meetings. The recent renovations to the University of Florida’s O’Connell Center saw the loss of the region’s only indoor track, and so in addition to flat floor space and sports courts, the facility will also include a banked indoor track that will draw events and visitors from throughout the southeastern U.S.

- **PHASE I – MARKET STUDY:** <https://alachuacofl.civicclerk.com/Web/GenFile.aspx?ad=18570>

2019 - Victus was engaged again by the County in 2019 to help establish a public-private partnership with Celebration Pointe, the private mixed-use development on the west side of Gainesville that we identified as the preferred location for the long-term success of a new sports center. Victus initially met with the private developer to begin establishing ownership, governance, and operational parameters for the new event center, and then Victus developed independent recommendations and estimates for facility management options, annual usage projections, facility operating pro forma, and economic/fiscal impacts (including direct spending, total output, job creation and wages, annual hotel nights, and local/regional tax revenues.

- **PHASE II – FINANCIAL & ECONOMIC ANALYSIS:**
<http://alachua.legistar.com/gateway.aspx?M=F&ID=549b959d-5cad-412b-be56-567cf1940fb7.pdf>

2021 – The new indoor sports facility was approved, and the Alachua County Sports Event Center will be constructed at Celebration Pointe. The groundbreaking occurred in September 2021 with a targeted completion date to host events by January 2023.



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SPORTS TOURISM FACILITIES EXPANSION
STUDY FOR LEE COUNTY SPORTS
DEVELOPMENT (2017)



In 2017, Victus Advisors provided Lee County, Florida, with the following research and analysis of potential sports tourism opportunities for the County's Sports Development department:

- **Sports Tourism Facility Study** - <https://www.leegov.com/sports/facilityexpansionstudy>

Our analysis included extensive market research of local recreational and competitive sports usage (demographic/socioeconomic analysis, facility inventory, stakeholder interviews, focus groups, online surveys, etc.) and assessment of regional/national sports tourism demand (telephone interviews with regional/national event promoters). We delivered market-supportable recommendations for sports facility expansion options, including an economic impact analysis of the potential construction/operations of expanded sports tourism facilities.

Based upon our recommendations, the County chose to pass on a potential private partnership that would have included a significant expansion of the County's already strong baseball field inventory, and instead the County is working towards an expansion of softball fields to diversify their bat-and-ball sports offerings.



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SPORTS TOURISM MARKET & OPPORTUNITY ANALYSIS, INDOOR SPORTS CENTER FEASIBILITY STUDY, AND FACILITY OPERATOR EVALUATION (2016-17)



In 2016-17, Victus Advisors provided the Virginia Beach CVB’s Sports Marketing unit with a series of studies/analysis of their sports venues and sports marketing opportunities, including indoor court sports (basketball, volleyball, etc.), outdoor field sports (baseball, softball, soccer, etc.), and other participatory sporting events such as track and field, aquatics, etc. Initially, we assessed both the local sports community and regional/national sports tourism markets to identify opportunities and strategies for increasing Virginia Beach’s market potential for sports tourism. Ultimately, we recommended sports facility upgrades, a new indoor sports center, public-private partnerships, sports facility operations models, sports tourism organizational structure, and sports tourism marketing/branding strategies.

Based on the market feasibility results, we subsequently developed a financial feasibility analysis and visitor economic impact projections (including hotel nights) for an indoor sports center, conducted additional market analysis related to the potential inclusion of a hydraulic indoor track, and assisted the City with evaluating private operator proposals for the facility. Our financial feasibility analysis can be viewed here – **Indoor Sports Center Feasibility Study:**

https://www.vbgov.com/government/departments/finance/SiteAssets/Pages/purchasing/VictusAdvisors_VABeach_FeasibilityStudy_FINAL.PDF

The Virginia Beach Sports Center is now a nearly 300,000 sf, \$60 million facility, that opened in October 2020: www.virginiabeachsportscenter.com

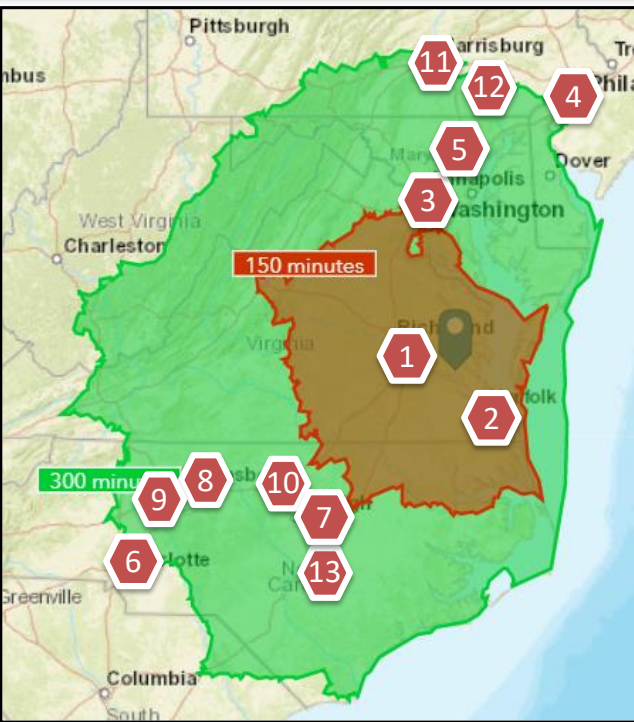
Client Reference
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SPORTS TOURISM CONSULTING & INDOOR SPORTS CENTER MARKET STUDY FOR THE CITY OF WILLIAMSBURG, VIRGINIA (2021)



Victus Advisors was recently engaged by City of Williamsburg as a sports tourism consultant, with key tasks including an update of an existing sports complex market study for a potential new indoor sports center, as well as other sports tourism recommendations, plans, and collaboration. The City of Williamsburg has been part of many years of effort and consideration regarding a regional sports facility, and in the latest step the City has awarded funds and identified a site for construction of such a facility. Victus Advisors' project goals for this study include an Updated Sports Facility Market Study, Sports Tourism Facility Recommendations, Regional Programming Plan Review, and Sports Tourism Marketing Recommendations.



Source: Esri

There is a population of over 5.5 million people within a 2.5-hour drive time of Williamsburg and over 25.6 million people within a 5-hour drive time of Williamsburg, to potentially draw from for sports tourism events.

MSAs* with 500k+ Population Within a 2.5-hour Drive

- 1 Virginia Beach, VA MSA
1,802,762
- 2 Richmond, VA MSA
1,310,587
- 3 Washington DC MSA
6,298,330
- 4 Philadelphia, PA MSA
6,191,755
- 5 Baltimore, MD MSA
2,840,181
- 6 Charlotte, NC MSA
2,685,444
- 7 Raleigh, NC MSA
1,417,213
- 8 Greensboro, NC MSA
777,265
- 9 Winston-Salem, NC MSA
692,388

MSAs with 500k+ Population Within a 5-hour Drive (Cont.)

- 10 Durham-Chapel Hill, NC MSA
655,703
- 11 Harrisburg, PA MSA
583,441
- 12 Lancaster, PA MSA
552,587
- 13 Fayetteville, NC MSA
526,661

*** METROPOLITAN STATISTICAL AREA (MSA)**

MSA's are defined by U.S. Office of Management & Budget as adjacent counties with high degree of social/economic integration with urban core of 50,000 people or more.

MARKET & FINANCIAL FEASIBILITY STUDIES FOR FOR A NEW INDOOR SPORTS CENTER IN WEST MONROE, LOUISIANA (2019-2021)



Victus Advisors provided the Monroe-West Monroe CVB with comprehensive market/financial feasibility analysis and economic impact analysis for a new indoor sports center in West Monroe, including detailed analysis of including a hydraulically-banked indoor track. The proposed venues will be intended to meet market demand for both youth/amateur sports tournaments and local sports user groups. Our study tasks included:

- Analyze present and future market demand for local, regional, and national sports, with a separate demand study specifically focused on indoor track opportunities
- Analyze opportunities for shared parking, operations, and usage with adjacent public venues such as the Ike Hamilton Expo Center (shown below)
- Analyze regional and national sports facility and indoor track facility trends
- Develop utilization estimates and financial projections for the facility options
- Estimate the economic and fiscal impacts of sports tourism generated by the facility
- Analyze both public debt service and private funding alternatives
- Evaluate options for the on-going operations and management of the facility

In August 2021, the CVB committed \$6 million toward the project, with the remaining \$13 million from the City of West Monroe, which will construct the venue on a site adjacent to the Ike Hamilton Expo Center and several hotels. Construction broke ground in the beginning of 2022.



MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A HYDRAULICALLY-BANKED INDOOR TRACK & MULTI-USE INDOOR SPORTS CENTER (2021-22)



Victus is providing Indoor Track Delaware (501c3), with project funding support from the State of Delaware, with a comprehensive feasibility study for a new indoor track and multi-use sports center in Wilmington, Del., as well as ongoing public-private partnership negotiation support.

Indoor Track Delaware is a nonprofit dedicated to raising awareness for the need of an indoor track in the diamond state. Comprised of coaches, parents and concerned citizens, Indoor Track Delaware believes such a venue will address the unmet demand of high school track athletes and local college teams, as well as attract sports tourism dollars from the Mid-Atlantic region for a variety of other indoor sports (basketball, volleyball, wrestling, cheer, etc.); and provide the flexibility to promote community health and well being for Delawareans of all ages.

Currently, to compete in the regular season, boys and girls from upstate and downstate are driven to venues in Maryland, Pennsylvania, Virginia and New York. Hundreds of Delaware indoor track athletes spend their winter weekends rising well before dawn, spending hours on buses riding up and down the east coast. For meets midweek, athletes miss class time as they are pulled out of school early. After conducting research and meeting with stakeholders regarding how a 200 meter, hydraulic banked, six lane indoor track could impact Delaware, Indoor Track Delaware took the next step is to raise money for a feasibility/market demand study from Victus Advisors that provided a sports tourism inventory and market assessment report; along with a market demand analysis that provides economic impact projections. Highlights from our feasibility study are available on the ITD website at:

<https://www.indoortrackde.com/economic-feasibility-1>



SHREVEPORT-BOSSIER SPORTS TOURISM OPPORTUNITY ANALYSIS & INDOOR SPORTS CENTER MARKET STUDY (2020)



Victus Advisors recently provided the Shreveport-Bossier Sports Commission with an Indoor Sports Facility Market & Opportunity Analysis. The Shreveport-Bossier City area already begun benefits from outdoor youth/amateur sports tourism, with the Sports Commission in 2019 generating over 37,000 room nights and 260,000 visitors to the area. With the development of a multi-court indoor sports center, the Sports Commission intends to significantly increase sports visitation and drive additional economic impact. Victus' primary project goals included:

- **Market Demand Analysis** - Determine market demand and market opportunity for a new indoor sports center, for both local and regional use.
- **Facility Program Demand** – Develop recommendations for program needs and amenities that could be associated with a new indoor sports center in Shreveport-Bossier.
- **Location Analysis** – Identify potential sites for a new indoor sports center that could both attract events and capture their economic impacts.

We presented our study findings in February 2020 to the Sports Commission Board, the Shreveport-Bossier Convention & Tourist Bureau, the City of Shreveport, and Bossier Parish, among others. Next steps will include assisting the Sports Commission with establishing a public-public partnership for the new indoor sports center and providing guidance regarding potential facility operating models and financial/economic impacts.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A NEW INDOOR/OUTDOOR SPORTS TOURISM COMPLEX OUTSIDE OF CINCINNATI (2021)



Victus Advisors was recently engaged by the City of Greendale's Redevelopment Commission to conduct a market and financial feasibility study for a new indoor and outdoor sports tourism complex. Greendale is a small city of approximately 4,500 people in Southeast Indiana, located just 30 minutes from downtown Cincinnati, Ohio, on the west bank of the Ohio River. The initial vision for the facility includes indoor artificial turf fields for year-round local and regional recreational use, however Victus was also tasked with assessing the opportunity for volleyball/basketball courts, outdoor sports fields, and ancillary amenities to help drive sports tournaments and capture economic impacts (hotels, retail, restaurants, family attractions, etc.).

We kicked off our study with stakeholder interviews, local user group interviews, and a project site tour in Greendale. Our feasibility report was submitted in May 2021, and it included market demand analysis, facility/program demand recommendations and planning needs, financial operating projections, management options analysis, among other analysis.



FEASIBILITY STUDY & DESIGN ADVISORY SERVICES FOR A NEW P3 INDOOR SPORTS CENTER IN HENRICO COUNTY, VIRGINIA (2019-20)



In November 2019, Henrico County selected a team led by Rebkee Development to design, build, and operate a new indoor sports, convocation, and events center via public-private partnership (P3) outside of Richmond, Virginia. MEB General Contractors will be responsible for construction management, and Victus Advisors prepared the initial market and financial feasibility study for the project on behalf of Rebkee and MEB. Over the next several months, Victus Advisors will also advise the design-build team on key decisions regarding facility design. The Sports & Convocation Center is expected to break ground by the end of 2020.

Rebkee owns the Virginia Center Commons mall in Glen Allen, which is the chosen site to build the 4,500-seat, 220,000-square-foot arena on about 25 acres of the mall's 94-acre footprint. The Henrico Board of Supervisors voted unanimously to authorize the public-private project, and the County has allocated \$50 million to purchase the 25-acre site and pay for the venue's construction, but the private team would build the facility and contract with a management company that would manage it and keep revenue from its operations. The Henrico Economic Development Authority is selling bonds to finance the County's obligation. The Sports & Convocation Center will become the new anchor of the mall site, and the owner/developer of the mall also plans to work with Shamin Hotels to build a hotel at the site and create other entertainment and retail options there as well.



AMATEUR SPORTS MARKET & FACILITY STUDY FOR THE CITY OF COLUMBIA, MISSOURI (2014)



In 2014, Victus was engaged by the City of Columbia, Missouri's Convention & Visitors Bureau (CVB) and Parks & Recreation department to conduct a sports market/facility assessment and develop a plan for implementation of a Sports Commission. We presented our findings and recommendations to Columbia City Council on November 3, 2014. Our study had four primary goals:

1. To assess the market for both local sports usage in Columbia/Boone County, and amateur sports tourism (youth, amateur adult, adaptive) in the region and state.
2. To analyze the usage, operations, and capabilities of the current amateur sports facilities and complexes located in Columbia/Boone County.
3. To identify opportunities for Columbia to both address local needs and also increase their market for a variety of regional sporting events, through new or upgraded facilities, project funding strategies, and customized marketing/communications strategies.
4. To assess the feasibility of creating a new Sports Commission to strengthen existing sporting events, attract or develop new events, and assist with funding.

This study took approximately four months to complete, and included a mixture of:



- Local market analysis,
- Comparative market analysis,
- Public engagement,
- Interviews with sports events and national governing bodies,
- Facility demand analysis,
- Funding analysis and economic and fiscal impact projections,
- Marketing/branding review, and
- Feasibility analysis for a regional Sports Commission/Board.

Our final deliverable was a detailed road map with specific recommendations for increasing sports tourism in Columbia through facility development, project funding strategies, marketing/branding approach, and a dedicated sports advisory board.

MARKET STUDY FOR THE ALL SPORTS VILLAGE INDOOR/OUTDOOR SPORTS COMPLEX IN WINDSOR LOCKS, CONNECTICUT (2020)



Victus Advisors was engaged by JABS Sports Management to conduct a market study for All Sports Village (ASV) in Windsor Locks, Connecticut (pop. 12,500). ASV will include both indoor and outdoor sports venues, including a 150,000 sq. ft. indoor artificial turf facility with both full-sized and smaller synthetic fields for indoor soccer, flag football, and training; and a 200,000 sq. ft. indoor court facility with 20 basketball courts (convertible to up to 40 volleyball courts).

The study was requested by MuniCap, Inc., for inclusion within a Limited Offering Memorandum in conjunction with the sale of special obligation bonds for the Town of Windsor Locks to finance certain construction costs associated with the ASV project. The Offering Document will be provided to buyers and potential buyers of the bonds and will supply them with information to rely upon in making their purchase decision. Victus Advisors provided a market study that included the following key components:

- Demographic and socioeconomic analysis, including site/market-specific location analysis
- Local sports market competitive analysis (local use)
- Regional sports market competitive/comparable venue analysis (regional and national events)
- Identification of potential sports user groups and markets, locally/regionally/nationally
- SWOT analysis identifying competitive sports market advantages/disadvantages
- Analysis of initial usage, pricing, and financial projections provided by the developer



MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A P3 SPORTS EVENTS CENTER AND A BANKED INDOOR TRACK IN NORTHERN VIRGINIA (2022)

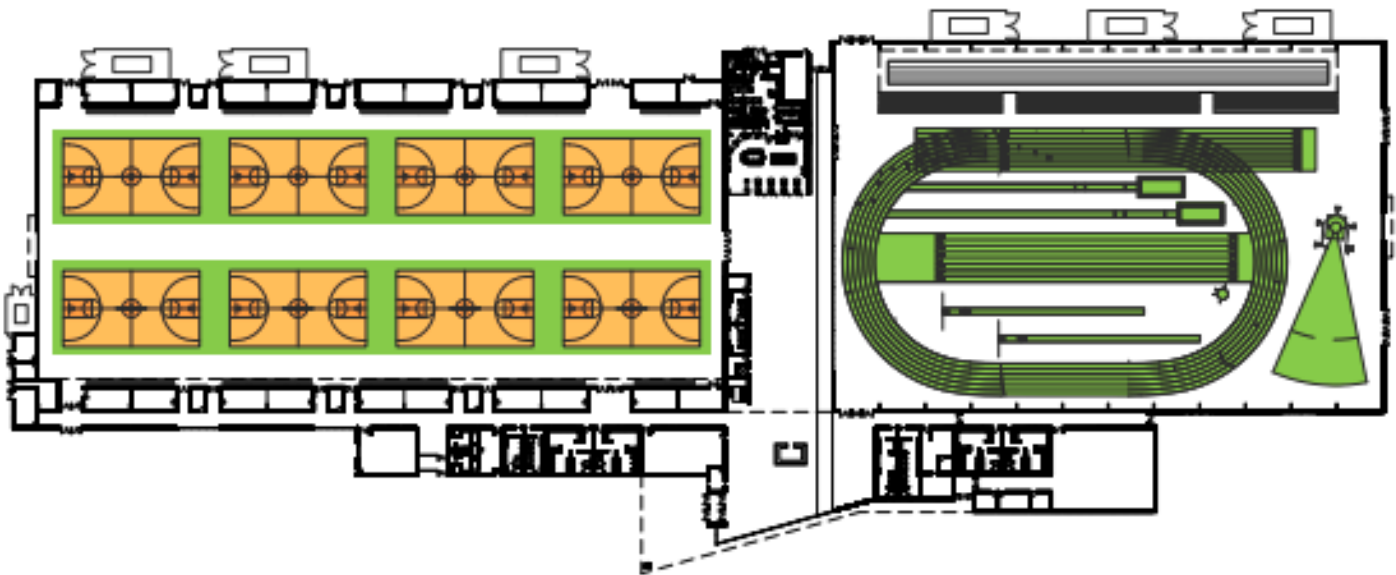
m**e**b.



Victus Advisors was recently engaged by a private development team led by MEB to prepare a market demand study, financial operating projections, and economic impact analysis for a potential public-private partnership (P3) with Prince William County (a Northern Virginia suburb of Washington, DC) to design, build, and operate a new multi-use indoor track, sports, and events center that is intended to meet the following local, regional, and national demands for not just the Washington, DC, market, but also surrounding tourism drive time zones:

- Indoor Banked Track Championships (via a 200m, eight lane, hydraulically-banked track)
- Multi-Court Basketball/Volleyball Tournaments
- Local/Regional Graduate Ceremonies & Other Civic Events
- Trade Show & Expo Uses

Our draft report was completed in February 2022 and subsequently submitted to the County as part of MEB's PPEA proposal. We are continuing to work with the MEB project team to help support their P3 negotiations with the County.



AMATEUR SPORTS FACILITY & MARKET
OPPORTUNITY STUDY FOR THE CITY
OF FORT WAYNE, INDIANA (2013)

In 2013, Victus Advisors provided the City of Fort Wayne, Indiana, with an analysis of their indoor and outdoor amateur sports facilities. The goals of the study were to identify sports market growth opportunities, recommend future sports facility needs, and suggest ways to attract new regional sports tourism event activity. Our key study components included:

- **Community Facility & Existing Market Assessment:**
 - Local market analysis, including demographic/socioeconomic analysis, facility inventory, and major event interviews and profiles.
 - Comparative market analysis of comparable cities with similar populations.
 - Comprehensive public engagement process, including one-on-one interviews, focus groups, public meetings and e-mail surveys.
 - Sports marketing/branding analysis, including industry trends and benchmarking.
- **Market Potential Study:**
 - Market opportunity analysis to identify event types best suited for Ft. Wayne.
 - Facility recommendations necessary to attract events identified in the study.
 - Economic and fiscal impact analysis - jobs/wages, taxes, and hotel nights.
 - Sports marketing and branding recommendations.
- **Final Report & Implementation Recommendations:**
 - Facility recommendations, including opportunities for renovation and new construction, as well as potential public-private partnership opportunities.
 - Sport-specific recommendations to leverage the City's existing strengths.
 - Assessment of risks/rewards and suggested next steps.

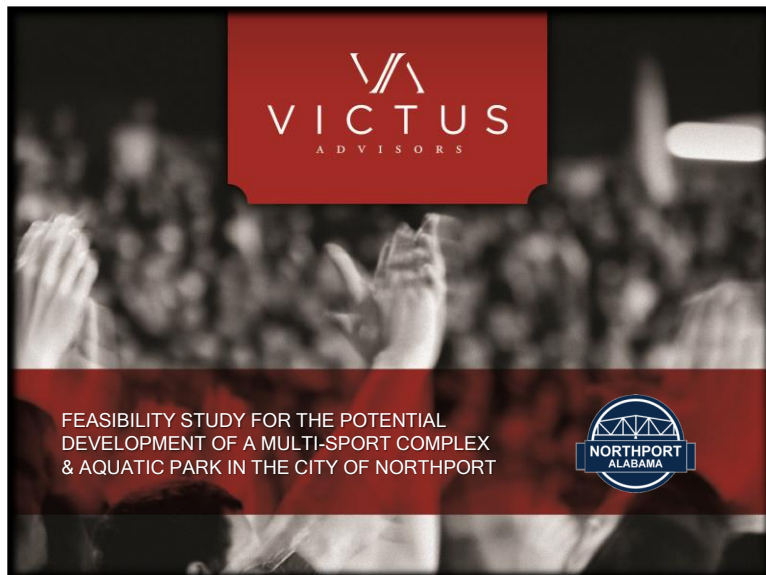


MARKET DEMAND STUDY & LOCATION ANALYSIS FOR AN INDOOR/OUTDOOR SPORTS COMPLEX & AQUATICS PARKS IN NORTHPORT, ALABAMA (2021)



Victus Advisors and Counsilman Hunsaker were engaged in 2021 by the City of Northport, Alabama (in Tuscaloosa County) to conduct a comprehensive feasibility study for the potential development of a multi-sport complex and aquatic park in Northport. Victus Advisors' primary project goals for this study included:

- Market Demand Analysis - Determine market demand and market opportunity for a new multi-sport complex and aquatic park, for both local and regional use.
- Facility Program – Develop recommendations for program needs and amenities that could be associated with a new multi-sport complex and aquatic park in Northport.
- Site/Location Analysis – Identify potential sites for a new multi-sport complex and aquatic park that could both attract events and capture their economic impacts.
- Financial & Economic Analysis - Estimate the financial, economic, and fiscal impacts that could be associated with new sports tourism visitation due to the proposed multi-sport complex and aquatic park.

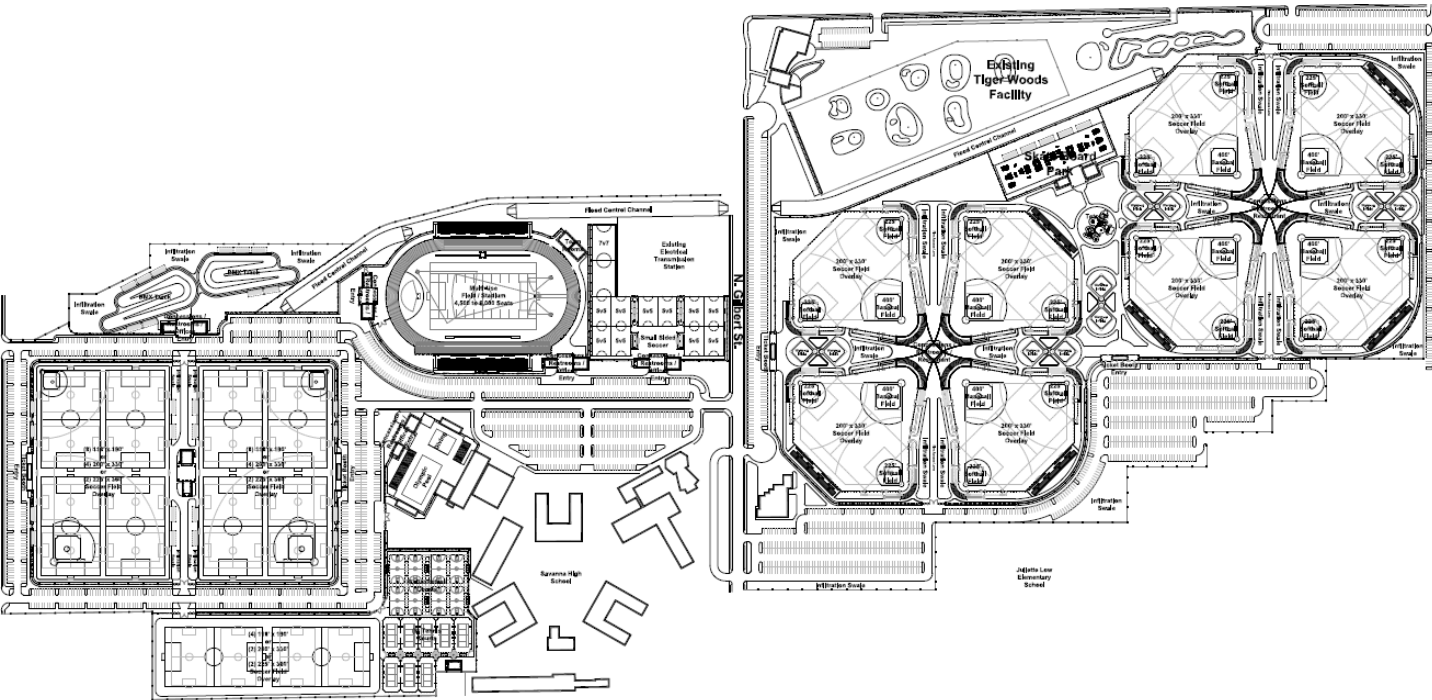


MARKET & FINANCIAL FEASIBILITY STUDY FOR A 157-ACRE OUTDOOR MULTI-SPORT TOURNAMENT COMPLEX IN ANAHEIM, CALIFORNIA (2018)



Victus Advisors was engaged by Sports Anaheim, the sports marketing division of Visit Anaheim, to conduct a market study and land assessment for a new outdoor multi-sport complex to be developed on 157 acres in the City of Anaheim. The purpose of our study was to provide Anaheim’s community stakeholders, including Sports Anaheim, Visit Anaheim, City of Anaheim, and Anaheim School District, with information to aid their understanding of the potential costs/benefits of sports complex construction that will both increase the sports tourism market and be a benefit to the local community. The market study also provided data that will support the ability to recruit, expand, or develop sporting events based on new facilities.

Our initial vision for the complex, as shown below, includes a mix of outdoor rectangular fields and baseball diamonds, as well as other facilities that could include a track and field stadium, and other recreational uses. Victus Advisors’ study identified the market-supportable mix of fields and amenities, as well as identification of usage levels by key user groups, proposed plan (including initial site and engineering analysis) for the 157 acre site, cost analysis of proposed facility construction and ongoing operational expenses, recommended funding options, economic and fiscal impact analysis, and a trends and forecast analysis of U.S. sports tourism.



YELLOWSTONE COUNTY INDOOR SPORTS FACILITIES MARKET DEMAND & FEASIBILITY STUDIES - BILLINGS, MT (2018)



Victus Advisors recently provided a multi-stakeholder group in Yellowstone County with a sports tourism market and facility study. Visit Billings and the State of Montana were significant funding sources for the project, and the County Commissioners tasked Big Sky Economic Development and Beartooth RDA (public-private agencies tasked with sustaining and growing the County's economy and quality of life) with managing the Victus Advisors study, which included market needs assessment for indoor recreation, financial analysis related to potential new indoor sports facilities, and a sports tourism marketing analysis for Visit Billings.

Victus Advisors' study included a local sports needs assessment, sports tourism market demand assessment, indoor sports facility recommendations (including ice, aquatics, and basketball/volleyball), financial operating projections for new sports facilities, economic impact and hotel night analysis, capital project funding analysis, facility management/operations analysis, and sports marketing recommendations for Visit Billings. We presented our final recommendations in a public forum in Billings in March 2018:

<https://www.billingschamber.com/yellowstone-county-sports-facility-feasibility-study/>



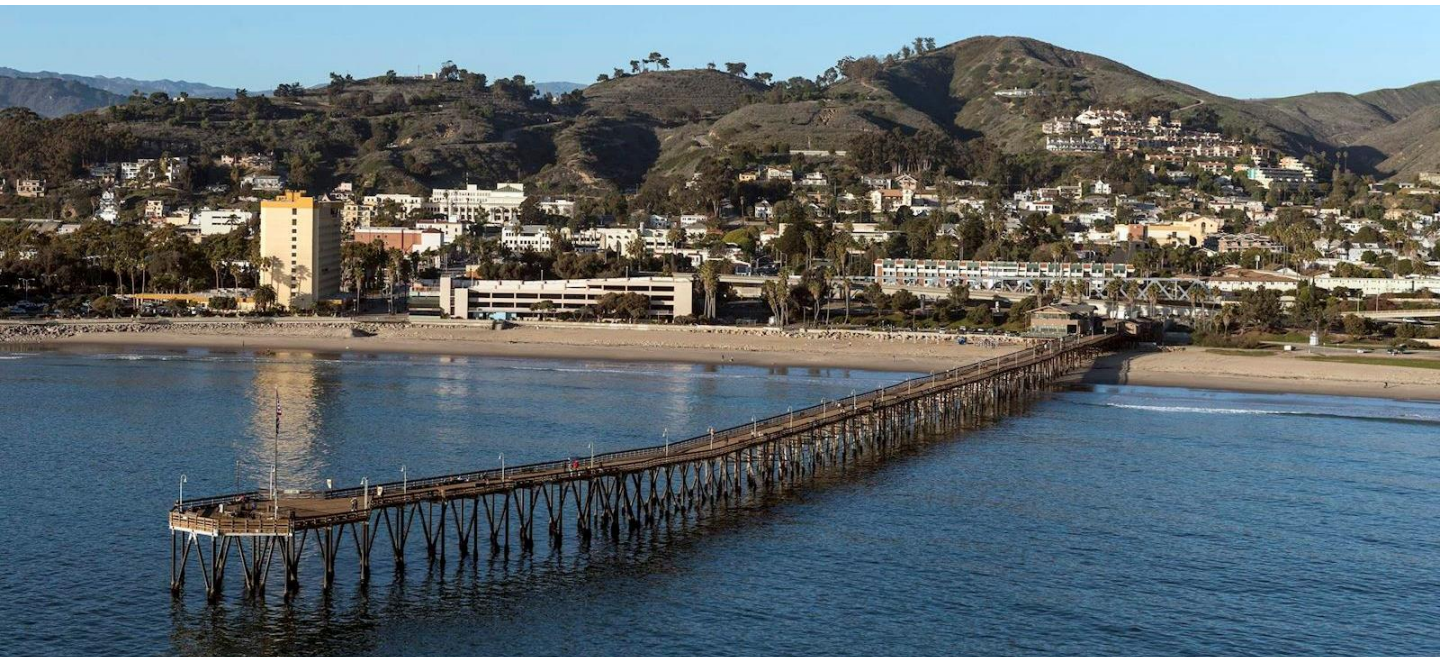
Brian Connolly, Managing Principal of Victus Advisors, conducts a public information session in Billings, Montana, in November 2017.

MARKET DEMAND, FINANCIAL FEASIBILITY &
ECONOMIC ANALYSIS FOR NEW SPORTS & EVENT
TOURISM DRIVERS IN VENTURA COUNTY, CA (2018)



Victus Advisors recently provided the Ventura County Lodging Association (VCLA) with a Market, Financial & Economic Feasibility Study for new tourism demand drivers on the Ventura County Coast, potentially including an indoor multi-use sports events center and/or an outdoor concert and festival venue. In the initial phase of our study we analyzed the regional tourism market, event demand, and visitor trends, including the coastal cities of Ventura, Oxnard, Camarillo, and Port Hueneme. And in our second phase, we completed financial feasibility and economic impact analysis. We presented our findings in October 2018 at VCLA's annual Tourism Impact Summit. Key study tasks include:

- Demographic & Socioeconomic Market Analysis
- Local Event & Tourism Driver Facility Inventory
- Competitive & Comparable Tourism Market & Facility Analysis
- Community Engagement – Stakeholder Interviews, Focus Groups, etc.
- Regional & National Event Organizer Interviews
- SWOT Analysis & Venue Development Recommendations
- Operating Pro Forma & Management Analysis for Two (2) Concepts
- Economic/Fiscal Impact & Funding Options Analysis for Two (2) Concepts

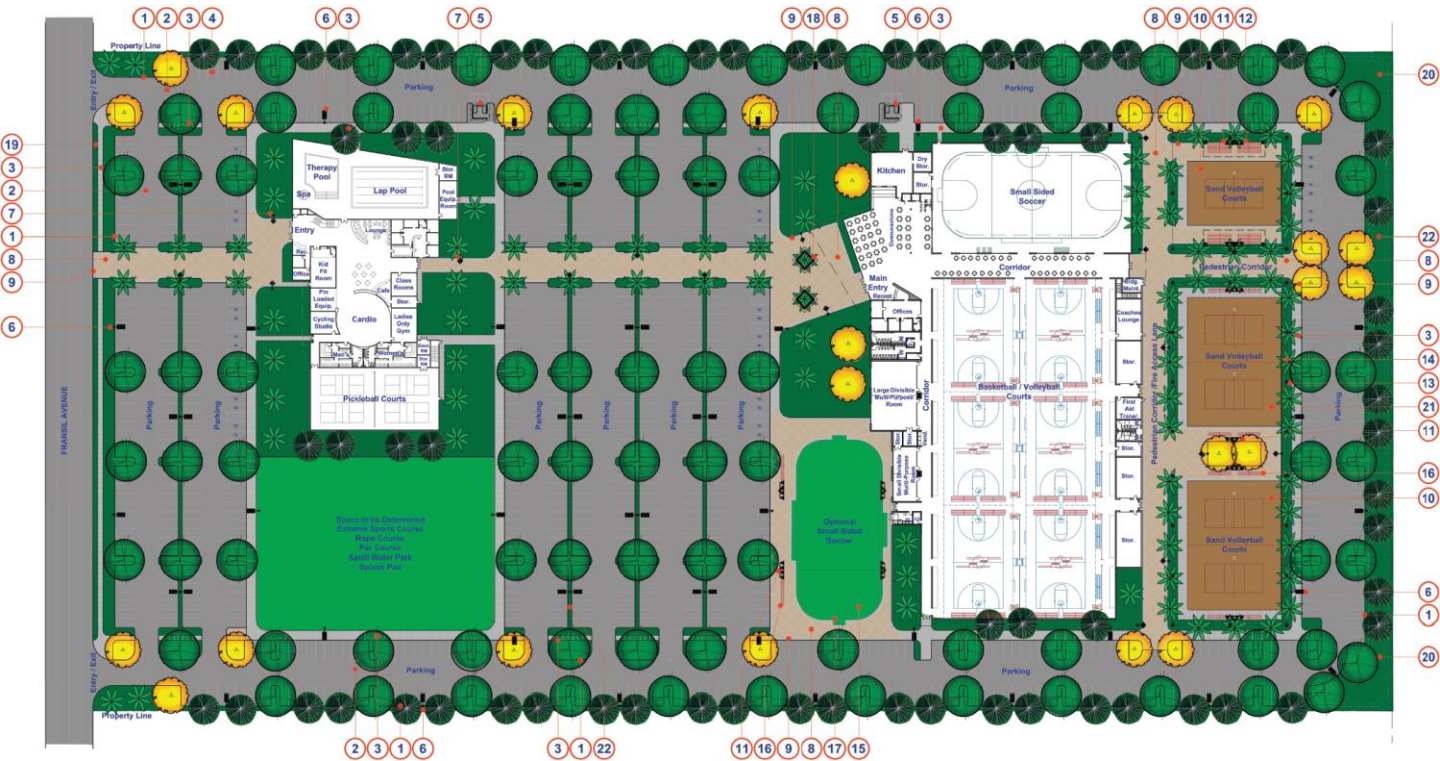


MARKET & FINANCIAL FEASIBILITY STUDY FOR A NEW INDOOR SPORTS CENTER IN TURLOCK, CALIFORNIA (2022)



Victus Advisors was recently engaged by a multi-stakeholder group led by Opportunity Stanislaus and the City of Turlock to complete a comprehensive sports market study, financial feasibility analysis, economic impact study, and preliminary concept plans for a new indoor sports center in Turlock, California. The facility is envisioned to not only meet the need for local indoor sports activity in Stanislaus County, but also to drive economic impact via tournaments and other sports tourism events. Our sports market research and analysis tasks will include:

- Sports tourism market opportunity analysis, with a focus on indoor sports
- Local indoor sports program and facility audit
- Partnership opportunity analysis
- Competitive and comparable indoor sports facility analysis
- Interviews with local sports organizers and regional/national sports events
- Indoor sports center program demand assessment and development recommendations
- Sports center usage model and financial operating projections
- Economic and fiscal impact analysis of incremental sports tourism
- Project funding options analysis



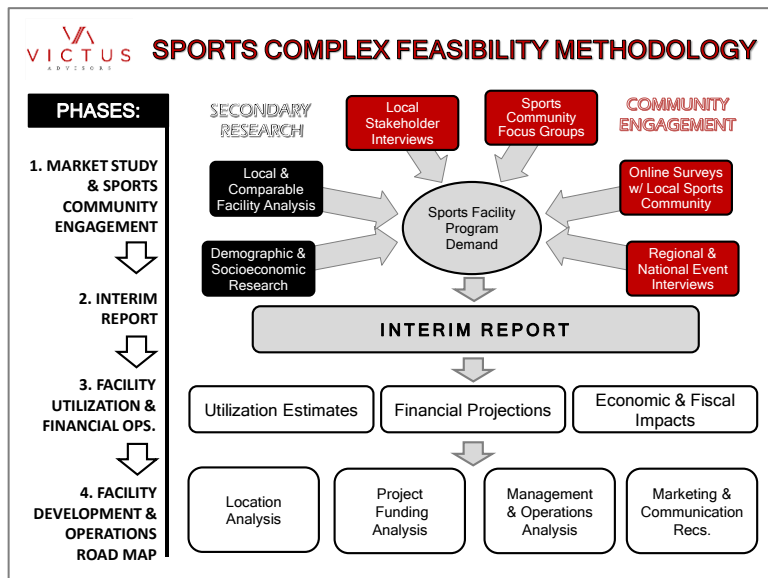
SPORTS TOURISM FEASIBILITY & MARKET STUDY - CUMBERLAND COUNTY, PA (2017)



Victus Advisors was engaged in 2017 by the Cumberland Valley Visitors Bureau to conduct an independent analysis of Cumberland County’s sports tourism venue and sports market opportunities. Cumberland County is the fastest growing County in the Harrisburg-Carlisle metropolitan area, with a population of more than 250,000 people. CAEDC, which serves as both the economic development agency and the visitors bureau for the County, was considering an aggressive move into the sports tourism industry. They selected Victus Advisors to help them research and plan for sports tourism opportunities and facilities. Our project goals for this study in Cumberland County included:

- Engaging local sports community stakeholders and sports facility user groups to assess the strengths and weaknesses of the local Cumberland County sports market.
- Assessing the strengths/weaknesses of the County as a regional sports tourism destination.
- Identifying and recommending potential improvements to Cumberland County’s current sports facility and sports tourism hospitality inventory.
- Recommending the type and location for sports venue development in Cumberland County.
- Estimating the potential economic and fiscal impacts of sports venue development.

In June 2018, based on the results of our study, CAEDC announced plans for an indoor/outdoor sports complex with 8 indoor courts, 8 outdoor fields, and an on-site hotel and brewpub.



ECONOMIC IMPACT ANALYSIS OF THE PLEASANT VALLEY RECREATION & PARK DISTRICT SPORTS FIELDS IN CAMARILLO, CALIFORNIA (2018)



In 2018, Victus Advisors provided Visit Camarillo and the Pleasant Valley Recreation & Park District (PVRPD) and with an independent and objective analysis of the usage and impact of Camarillo’s outdoor sports fields. PVRPD currently operates four outdoor sports field complexes for (soccer, baseball, and/or softball), with 26 total fields that are frequently utilized for youth and amateur sports activity. The primary goal of our study was to analyze the annual economic benefits generated by the usage of the current sports fields maintained and operated by the Pleasant Valley Recreation & Park District, including:

- Inventory of annual amateur sports activity at PVRPD sports fields,
- Estimated annual visitation from outside of the City that is associated with the annual operations of the PVRPD sports fields, and
- Estimated direct spending, total economic output, jobs, wages, and tax revenues created by usage and activities at PVRPD sports fields, and
- Estimated economic/fiscal impact opportunity (on a per-field basis) that could be associated with expansion of youth/amateur sports facilities within the City of Camarillo.

We presented our findings in a public session to a wide variety of stakeholders, including Visit Camarillo, PVRPD, Visit Ventura County, and Chamber of Commerce members.

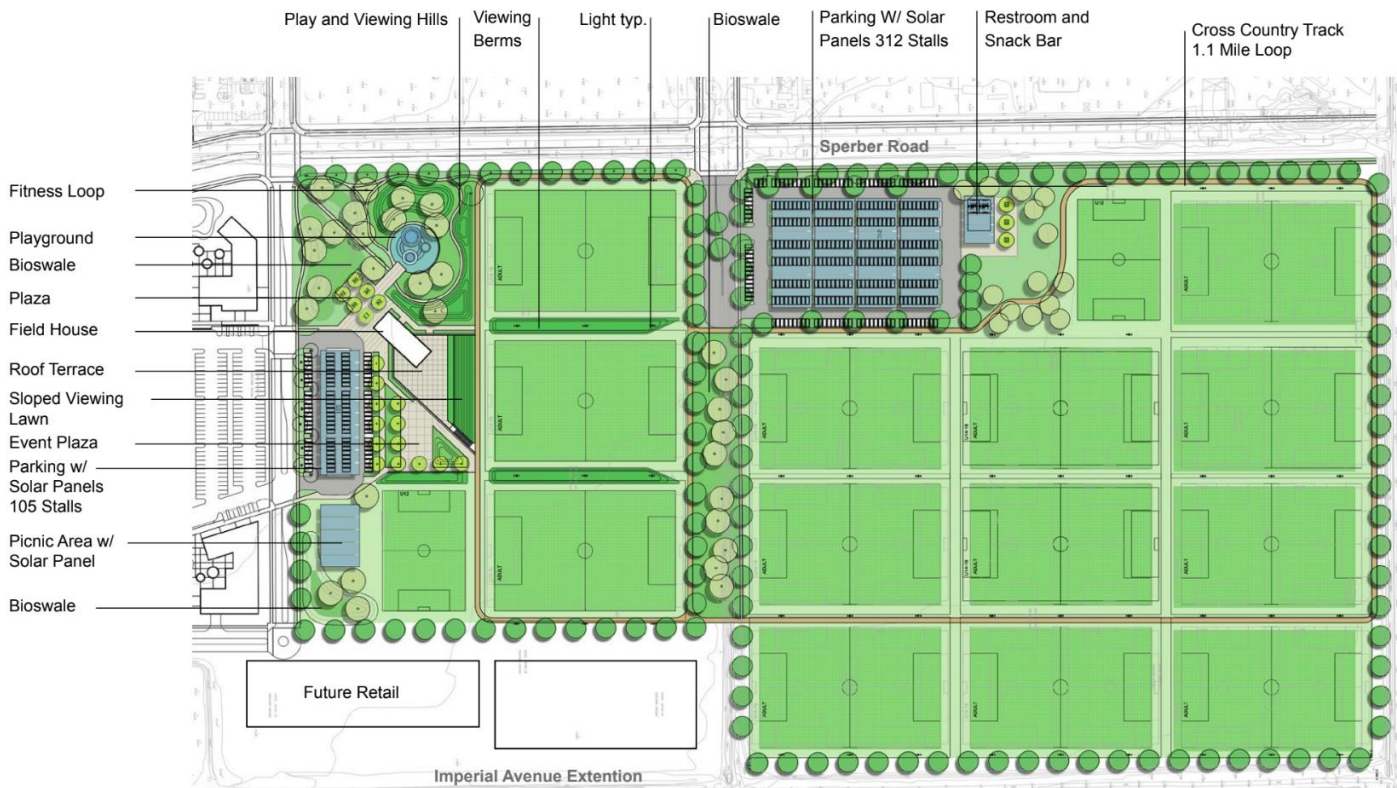


MARKET, FINANCIAL & ECONOMIC FEASIBILITY STUDY FOR A NEW OUTDOOR SPORTS & WELLNESS COMPLEX IN EL CENTRO, CALIFORNIA (2020)



Victus Advisors is currently providing the City of El Centro and the Imperial County Office of Education with a comprehensive feasibility study for a proposed new outdoor sports complex. The initial vision for the complex, as shown below, includes at least 15 soccer fields, plus additional recreation and wellness amenities for the local community. The land is located within the City of El Centro but owned by the County Office of Education, therefore Victus Advisors was engaged by the joint powers to determine the feasibility of the project. Our results are due in July 2020, and some of our key tasks will include:

- Community Engagement (Online Survey, Interviews, Focus Groups)
- Local Sports Program & Facility Inventory
- Competitive Facility & Comparable Market Analysis
- Demand Assessment & Facility Recommendations
- Operating & Financial Projections
- Funding Options Analysis
- Economic & Fiscal Impact Analysis



MARKET/FINANCIAL FEASIBILITY STUDY & ECONOMIC IMPACT STUDY FOR A NEW MULTI-USE SPORTS CENTER & BASKETBALL ARENA IN SANTA CRUZ, CALIFORNIA (2016)



Victus Advisors recently provided the City of Santa Cruz, California, with a market/financial feasibility study for a proposed new indoor multi-court sports center, adaptable into a 3,500-seat basketball arena, near downtown Santa Cruz and the beach front. Victus was tasked with assessing market demand for a wide variety of youth, amateur, and minor league professional sports uses, including youth basketball tournaments, youth volleyball tournaments, indoor soccer, NCAA basketball and volleyball (University of California, Santa Cruz), and basketball games for the NBA G League Santa Cruz Warriors, which is an affiliate that is owned and operated by the NBA Golden State Warriors.

The City of Santa Cruz's primary goal for this sports arena project was to maximize the economic development impact for the City, and so Victus Advisors helped the City determine a scope and location for the facility that would drive the most out-of-town/sports tourism dollars, especially during the beach resort's off-season (October through April).

Ultimately, we presented our final report to City Council in November 2016, including Market Demand Analysis, Demand Projections & Building Recommendations, Preliminary Site Analysis, Financial Operating Projections, Funding Options Analysis, Facility Management Recommendations, and Economic & Fiscal Impact Analysis.



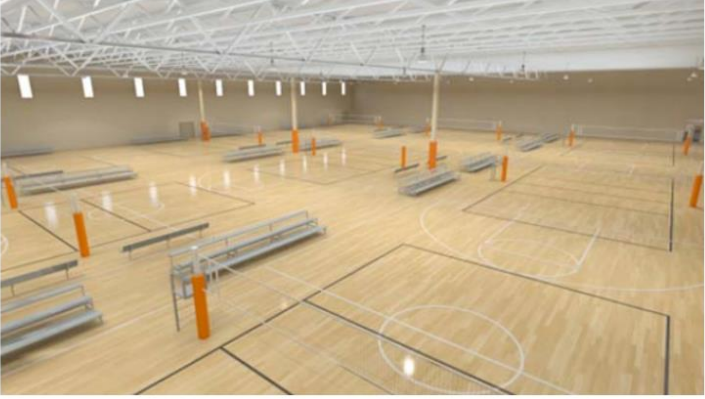
MARKET & FINANCIAL FEASIBILITY STUDY FOR
A NEW SPORTS COMPLEX AND ATHLETIC
PERFORMANCE RESEARCH CENTER (2017)



Victus Advisors recently provided the University of Tennessee with a market/financial feasibility study for a proposed youth sports complex and sports research/performance facility at the University’s Center for Athletic Field Safety, which would be a joint project with Blount County.

Our study included demographic and socioeconomic analysis, market demand analysis, comparable facility benchmarking, building program recommendations, operating estimates and financial projections, funding options analysis, economic impact estimates, site analysis, and preliminary concept designs.

The facility is envisioned (as shown in the concepts below) to be a functioning indoor/outdoor amateur sports complex, located on University property and operated by an experienced 3rd-party sports facility manager, and it will also serve as a “living lab” for university researchers to analyze field safety, bio-mechanics, athlete performance, etc.



ECONOMIC IMPACT ANALYSIS OF THE STUBHUB CENTER (NOW DIGNITY HEALTH SPORTS PARK) IN CARSON, CALIFORNIA (2014)



In 2014, Victus Advisors completed an economic and fiscal impact analysis of the StubHub Center, a 125-acre, \$150 million, multi-sport and multi-facility complex that features:

- MLS soccer stadium for LA Galaxy,
- USA Soccer training center,
- Tennis stadium,
- Velodrome,
- Track/field stadium,
- and athletic performance training center.

We analyzed the historical impacts of the StubHub Center and LA Galaxy on the City of Carson, California, from original construction in 2002-2003, on-going operations since 2004, incremental visitation via sports/entertainment events and recreational programs, and ancillary development spurred in Carson by the presence of the StubHub Center. We delivered our final report to AEG in February 2015.

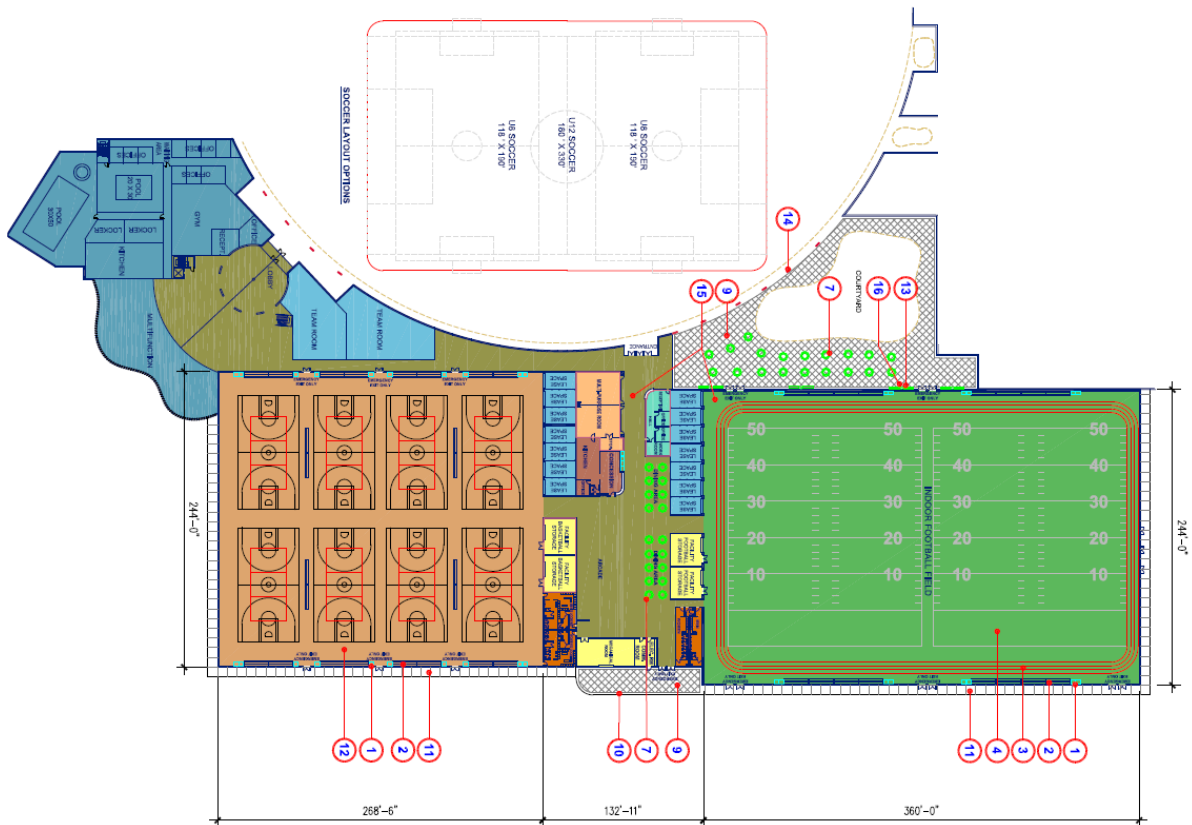


MARKET STUDY & PROGRAM ANALYSIS FOR A PROPOSED P3 INDOOR SPORTS CENTER IN EUCLID, OHIO (2015)



In 2015, Victus Advisors was engaged by a private real estate developer and facility operator team to provide an in-depth market demand analysis and facility program recommendations for a proposed new indoor sports center outside of Cleveland that would be a public-private partnership between the City of Euclid, Providence Park Development, and American Sports Centers. Victus Advisors' market feasibility study approach included demographic and socioeconomic analysis, comparable venue analysis, one-on-one interviews with leaders of local youth/amateur sports organizations, and online surveys with members/participants of local amateur sports leagues/organizations.

Based upon the results of our primary and secondary market research, project architects designed and costed a facility layout and building program (as shown below) that would be market-supportable in suburban Cleveland. Our independent third-party recommendations are currently being utilized as a key component of the public-private development plan between Providence Park Development and the City of Euclid.



SPORTS FIELDS PARK & FIELDHOUSE PRO
FORMA & FEASIBILITY STUDY FOR THE CITY
OF VACAVILLE, CA (2019)



Victus Advisors provided the City of Vacaville’s Parks & Recreation department with a comprehensive strategic planning study and master plan for a proposed new indoor/outdoor sports park to be owned and operated by the City’s Community Services department, for both community recreation benefit and regional youth/amateur sports tournaments and competitions. Our key project tasks included:

- Demographic & Socioeconomic Analysis
- Community Engagement Process (One-on-One Interviews, Telephone Interviews, Focus Groups, etc.)
- Local Program/Facility Analysis & Regional Facility Benchmarking Analysis
- Facility Program Recommendations, Site Concept & Construction Cost Estimate
- Operating Recommendations & Pro Forma
- Funding Options Analysis & Economic/Fiscal Impact Analysis



MARKET FEASIBILITY STUDY & VISITOR IMPACT ANALYSIS FOR AN ICE & EVENTS PAVILION – TRUCKEE DONNER RECREATION & PARK DISTRICT (2019)



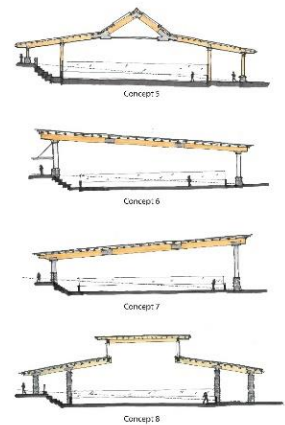
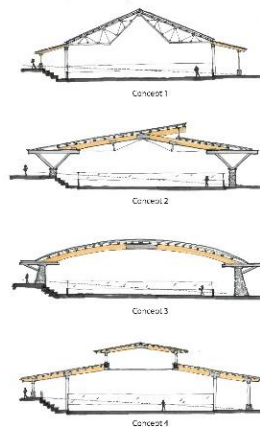
Victus Advisors recently provided the Truckee-Donner (California) Recreation & Park District (TDRPD) to study the community needs, regional market demand, financial feasibility, and potential economic impacts of a proposed new outdoor covered ice pavilion that can both serve the local ice recreation needs of Truckee residents and also drive new visitation to the Truckee area of Lake Tahoe via hockey tournaments, figure skating events, and summer festivals.

In the winter, the pavilion will be utilized as a single ice sheet for recreational skating, youth hockey tournaments, adult hockey leagues, learn-to-skate programs, and other such ice uses. In the summer, the covered pavilion will be designed to accommodate banquets, festivals, and other such event uses. Overall, the pavilion and surrounding park complex will include: covered pavilion (summer concerts/festivals, winter ice), designated food truck area, operational and administrative offices, landscaped outdoor patio/event rental space, parking, and other such amenities to make the site compatible for a wide variety of year-round events. Our study results were presented in Fall 2019, and our key tasks included:

- Community Engagement (one-on-one interviews, telephone interviews, etc.)
- Comparable facility and event analysis
- Usage projections and financial operating pro forma
- Visitation estimates and fiscal impact analysis



Outdoor Covered Pavilion/ Ice Rink Structural Concepts



MVA architecture engineering

MARKET FEASIBILITY ANALYSIS FOR A PROPOSED INDOOR SPORTS CENTER AND DESTINATION RESORT IN PALMER, MASSACHUSETTS (2017)



In 2017, Victus Advisors provided a real estate developer and the Town of Palmer, Massachusetts (just East of Springfield along the Mass Pike), with a market study for a proposed sports, water park, resort, and spa development on more than 300 acres outside of Springfield. Our analysis focused on the sports complex components of the project, in particular a proposed indoor multi-sport center that would be operated as a sports tourism venue, driving regular weekend visitation and hotel nights via basketball, volleyball, and hockey tournaments. Our report included demographic/socioeconomic analysis, regional tourism analysis, a review of comparable indoor sports facilities and projects successful in similar communities, and preliminary assessment of market potential for a new indoor sports center. Victus Advisors' analysis was a key component for helping establish public-private partnerships between the developer, the Town, and the State. The developer and the Town publicly announced the project in September 2018, however the project has not yet broken ground, as the funding model is dependent on State grants that have not yet been approved.



MARKET STUDY FOR A SPORTS-ANCHORED,
MIXED-USE, P3 DEVELOPMENT PROJECT
IN MONTERREY, CALIFORNIA (2017)



In 2017, Victus Advisors was engaged by a private development team to conduct market demand analysis and develop program recommendations for a proposed 150+ acre, mixed-use development to be constructed on publicly-owned land near Monterey, California. The sports and wellness complex would be anchored by youth/amateur sports activity such as soccer, baseball, softball, sand volleyball, tennis, track and field, and aquatics, and feature additional hospitality amenities such as hotel, spa, retail, restaurants, etc.

Victus Advisors analyzed the local and regional demographic and socioeconomic profiles of the marketplace, profiled competitive youth/amateur sports facilities operating within the regional market, and reviewed the preliminary development program and operating revenue/expense models created by the developer as part of their initial P3 development proposal. Ultimately, we delivered data-driven recommendations for several site development options that could maximize both overall usage and operating profitability.



ECONOMIC & FISCAL ANALYSIS OF HAMILTON SPORTS PARK IN THE CITY OF NOVATO, CALIFORNIA (2016)



In 2016, Victus Advisors provided the City of Novato, California, with an independent and objective analysis of a potential public-private partnership to develop a 55-acre outdoor sports complex in Novato. The proposed Hamilton Sports Park includes a 500-seat championship ballpark, four (4) field baseball/softball complex & training center, four (4) multi-sport community fields, trail system for community use, parking lots and a wide variety of fan/visitor amenities.

The sports complex was proposed to the City by a private developer/operator, and would require use of land that is currently publicly owned within City limits. As a key component of its evaluation of the proposal, the City engaged Victus Advisors to assess the impacts that could be generated in terms of construction spending, on-going facility operations, and increased sports tourism. We delivered our report to the City in March 2016.



MARKET/FINANCIAL FEASIBILITY STUDY FOR RENOVATION & EXPANSION OF THE LEGACY CENTER TO TARGET SPORTS TOURISM (2018-19)



Victus Advisors was engaged by Davis County, Utah, in 2018 to study the current operations of the existing Legacy Events Center complex, and to analyze the opportunity for renovation and expansion of the complex to better meet evolving demand for new uses, primarily indoor and outdoor sports tourism activity. Our study was completed in October 2018, including:



- Perform and provide a financial and economic impact analyses assessing market demand, evaluating current indoor center and expo buildings, existing outdoor venues, and future sports uses both indoor/outdoor.
- Provide an analysis of the existing complex uses or potential market for proposed uses, including evaluation of current programming and options for other uses.
- Identify current trends and existing market conditions as they relate to sports tourism, expos and trade shows, and other entertainment and recreational events; evaluate opportunities and constraints for future growth; and identify potential opportunities for vacant and underutilized buildings/sites.
- Estimate project costs for all alternatives and options, including potential phasing.

In 2019, Victus Advisors continued to advise the facility operators of Legacy Events Center, as well as new County Commissioners appointed at the beginning of the year, to understand future event options and opportunities, especially within the context of new private development proposals and public school sports facilities that are now under consideration.

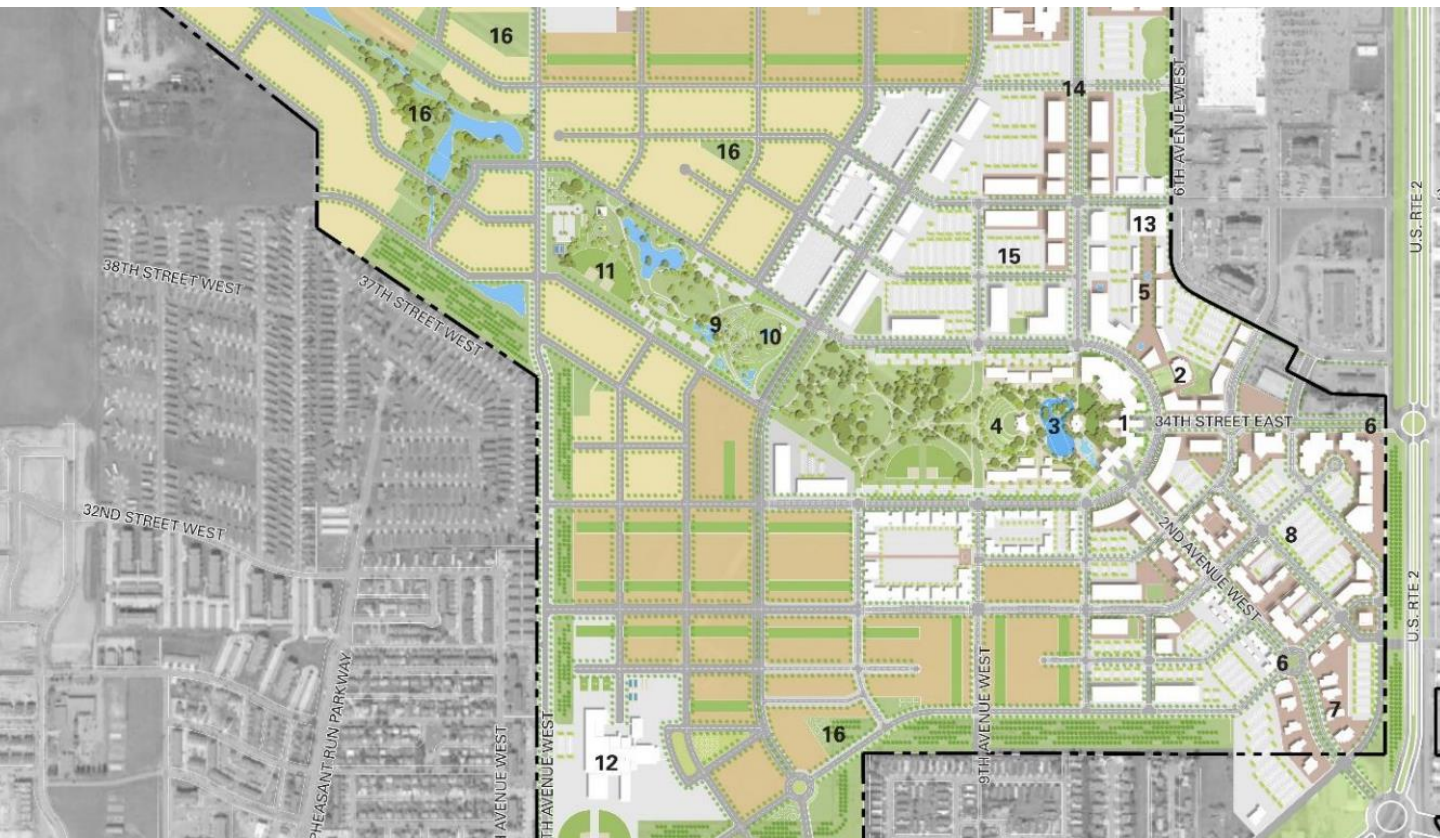


MARKET ANALYSIS FOR A NEW P3 INDOOR SPORTS EVENTS COMPLEX IN WILLISTON, ND (2020)



In 2019, Cardon Development was selected by the City of Williston, North Dakota, to redevelop the 900-acre site of the former Sloulin Field Regional Airport, which was recently replaced by the new Williston Basin International Airport. Cardon is now working with the City on redevelopment plans for the site, and Victus Advisors was engaged as part of Cardon’s consultant team to examine the market opportunity for sports and event facilities on the site.

Preliminary project plans included a new 4-sheet ice arena complex, including a 3,000-seat primary arena with a three additional ice sheets for additional training, recreation, competition, etc., as well as a connected hotel and civic/event center with capacity for concerts and other events. Victus Advisors’ market analysis included demographic/socioeconomic analysis of key drivers for youth/amateur sports participation, as well as benchmarking analysis of comparable ice and events centers in regional markets such as Bismarck, Fargo, and Billings, among others.



PROGRAM ANALYSIS & P3 FUNDING OPTIONS ANALYSIS FOR A MULTI-USE OUTDOOR YOUTH/AMATEUR SPORTS COMPLEX IN SAN BERNARDINO, CA (2016)



In 2016, Victus Advisors provided ICG and California State University, San Bernardino (CSUSB) with a detailed analysis of potential program and funding options for a proposed new outdoor field complex that could not only meet the needs of CSUSB’s athletic, student recreation, and kinesiology programs, but also drive additional revenue to the University via third-party field rentals for practices, games, tournaments, and sports tourism events. Victus completed projections for third-party youth/amateur sports events and rentals that could be attracted by the proposed complex, as well as a funding options analysis. Our analyses were based on benchmarking similar sports projects across the country, as well as our extensive sports complex experience. We ultimately presented an objective overview of various public-private funding options that may be available for the \$92.5 million project, including a mixture of State funds and private developer revenue sources that could help meet debt service requirements.



FEASIBILITY STUDY FOR A NEW REGIONAL OUTDOOR SPORTS COMPLEX IN WASHINGTON COUNTY, UTAH (2016)



Washington County, Utah, is one of the fastest growing counties in the country, having added more than 100,000 new residents since 1990. In 2016, Victus Advisors was engaged by a multi-stakeholder project team to analyze the community need, market demand, and financial feasibility of a new regional sports and recreation complex. The stakeholder group was led by a non-profit board (Hurricane Regional Sports), the City of Hurricane, and Washington County, as represented by the Greater Zion/St. George area convention and visitors bureau.

Victus Advisors analyzed the market potential for a new regional sports/recreation complex that could be constructed on public land and operated by a non-profit sports group, with the goal of not only meeting the rapidly growing local sports and recreation needs of Washington County residents, but also continuing to diversify the area’s portfolio of tourism drivers, especially during the national park tourism shoulder seasons. Our feasibility report was completed in Q1 2016, and included market assessment, citizen/stakeholder participation, sports needs and priorities, site analysis, project cost estimates, utilization and financial projections, operating recommendations, and project funding options analysis.

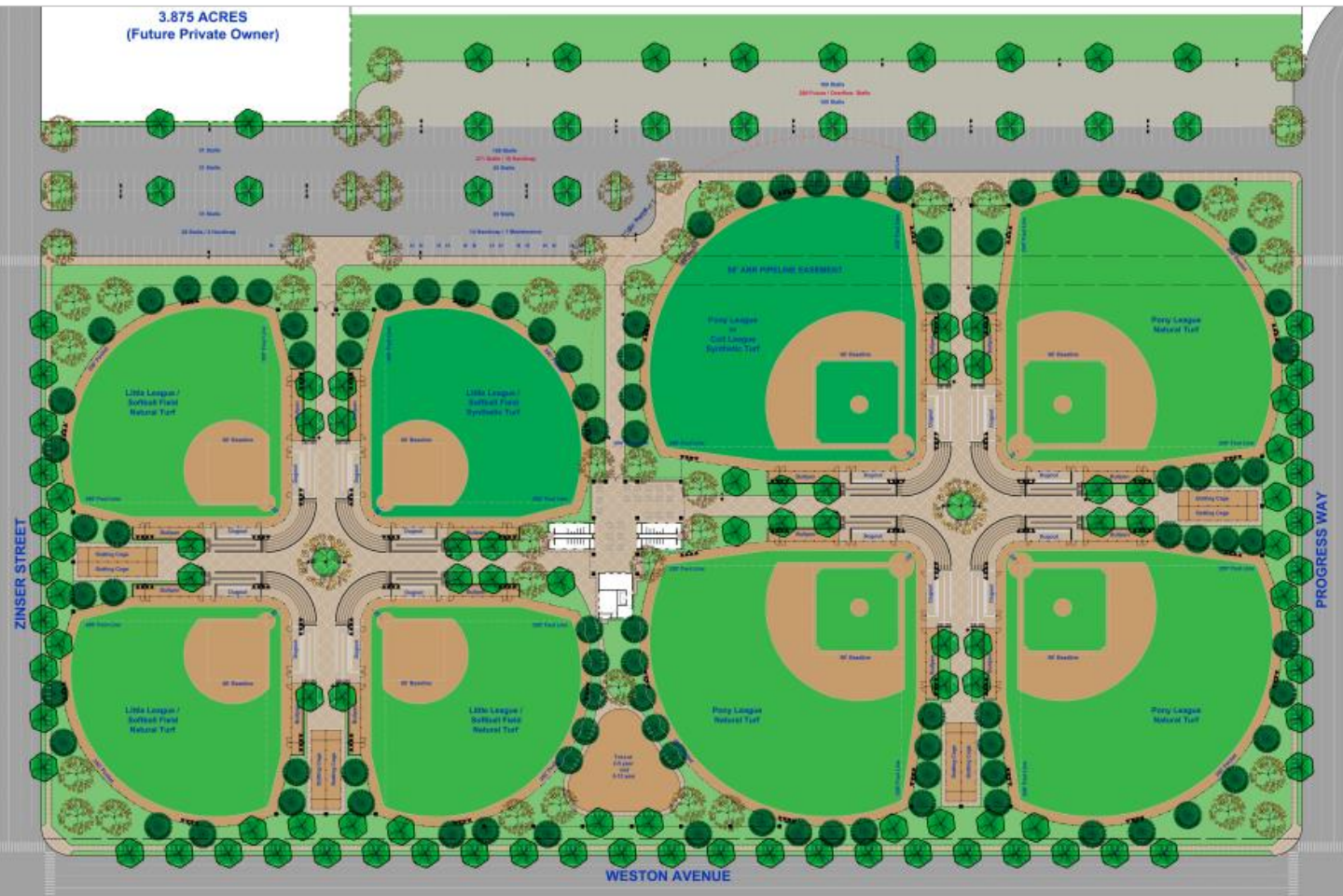


FEASIBILITY STUDY FOR A NEW BASEBALL & SOFTBALL COMPLEX IN THE VILLAGE OF WESTON, WISCONSIN (2019)



In spring 2019, Victus Advisors completed an outdoor fields complex study for the Village of Weston, Wisconsin. Our analysis included a market and financial feasibility study for a proposed outdoor multi-field baseball/softball sports complex. It is the goal of the Village to develop a sports recreation center, integrated into the overall park planning effort Village-wide, for the purpose of local resident use as well as what would be a regional sports activity center and sports tourism driver for the benefit of local hotels and restaurants. The results of our study were delivered to the Village in April 2019. The concept plan developed as part of our study is shown in the image below, and a copy of our report is available at the following link:

https://westonwi.gov/AgendaCenter/ViewFile/Agenda/_05062019-940



MARKET & FINANCIAL FEASIBILITY STUDY FOR THE POTENTIAL EXPANSION OF PARK CITY ICE ARENA (2015)



In 2015, Victus Advisors was engaged by a multi-stakeholder group including the Utah Olympic Legacy Foundation and the Park City Municipal Corporation to study the market feasibility of potential expansion options for the Park City Ice Arena. In addition to improvements to the operational capabilities and athlete/visitor amenities, we analyzed the potential for addition of an Olympic-caliber rink for inclusion in a future Winter Olympics bid (2030).

Our final report outlined our assessment of market demand for ice arena usage in Park City, pros and cons of various ice arena development options, utilization and financial projections for each recommended options, an analysis of potential project funding mechanisms, and potential for future expansion to accommodate the Olympics. We presented our final report in a public meeting in Park City in December 2015.



MARKET & FINANCIAL FEASIBILITY STUDY FOR A MULTI-USE INDOOR SPORTS & HOCKEY ARENA IN CENTRAL WISCONSIN (2019)



Victus Advisors recently provided Marathon County Development Corporation with a market/financial feasibility study for a proposed multi-use indoor sports and hockey arena in Central Wisconsin, which will be a public-private partnership between Marathon County, City of Wausau, and US Sports Development Group (USSDG). USSDG is a 501(c)3 non-profit established to grow, operate, support and sustain a number of multi-purpose sports and events centers, expand their chapter networks and to increase their opportunities for successful regional, national, and international events at the grassroots levels; preserve the Olympic ideals, and thereby inspire all Americans. The proposed facility is expected to include a 3,000 to 4,000-seat ice arena for a potential NAHL or USHL hockey team, and an indoor multi-use flat-floor area with roll-out artificial turf for basketball and volleyball tournaments, indoor soccer and field rentals, and other such groups utilizing a variety of temporary flooring solutions. We presented the results of our study to Marathon County stakeholders in May 2019.



OPERATING REVIEW & MARKET/FINANCIAL ANALYSIS FOR EXPANSION OF AN INDOOR SPORTS CENTER IN SALT LAKE CITY (2017)



Victus Advisors was engaged in 2017 by a private youth sports ownership/investor group to assess the market viability and financial feasibility of improving/expanding an existing 26-court, indoor sports center in the Salt Lake valley to attract more youth basketball and volleyball tournaments.

Victus Advisors' market and financial study tasks included analysis of previous major AAU volleyball and basketball tournaments organized in the Salt Lake area by the previous private management group, interviews with past and prospective sports center user groups, competitive local market analysis (including demographic and socioeconomic analysis and competitive facility analysis), and operating/financial projections for an improved and expanded facility.

Based in part on the analysis conducted by Victus Advisors, the new ownership group chose not to invest in facility expansion.





SECTION D

Statement of Qualifications: CHW



passion empowers progress



At CHW we survey, plan, design, engineer, administer and inspect with a purpose: to positively transform the communities we serve. From designing municipal projects to engineering new roadway systems, we empower progress, concept to construction; merging the practical and purposeful to move every client in the right direction.

PROFILE

At the core of CHW is passion – for people, for our community, for progress – which drives everything we do. Perfecting the details of our craft and focusing on the bigger picture work hand-in-hand. **This simple idea has fueled us since 1988.** We strive to create meaningful change and have a vision that's anything but small.

We survey, plan, design, engineer, administer and inspect with a purpose: to positively transform the communities we serve. From designing municipal projects to engineering new roadway systems, we empower progress, concept to construction.

CHW offers turn-key solutions through our full-service professional disciplines and also delivers individual services, depending on our clients' specific project needs. The scope and content of our professional services match our clients' needs, from concept to completion specializing in:

- general civil engineering
- surveying + mapping
- planning
- urban design
- design + permitting
- transportation engineering
- traffic studies
- landscape architecture
- construction administration
- construction engineering inspection

TYPE-S CORPORATION

April 13, 1988

Chance & Causseaux	1988
Causseaux, & Ellington	1997
Causseaux, Hewett, Walpole, (dba CHW)	2007
Tax Payer ID#	59-2883104
Cage Code #	5LEB7
Duns #	187636238
Engineering	License No. CA5075
Surveying + Mapping	License No. LB5075
Landscape Architecture	License No. LA0001683
Land Planning	AICP/APA
Urban Design	AICP/PLA/ASLA/ISA
Graphic Design	AIGA
Construction Administration	CTQP/FDOT
Construction Engineering Inspector (CEI)	CTQP/FDOT

OUR STAFF CONSISTS OF OVER 90 EMPLOYEES

Engineering, Transportation and Land Development

- Professional Engineers
- LEED APs
- Project Engineers
- Engineering Interns
- CADD Designers
- Administrative Support Personnel

Surveying + Mapping

- Professional Land Surveyors + Mappers
- Project Surveyors
- CAD Technicians
- Crew Chiefs
- Field Crews
- Instrument Persons
- Administrative Support Personnel

Planning + Urban Design + Landscape Architecture

- AICP Certified Planners
- Urban Designer
- GIS Specialists
- Professional Landscape Architects
- Landscape Designers
- CAD Specialists
- Graphic Designers
- FAA Certified Drone Pilots
- Administrative Support Personnel

Construction Administration & Engineering Inspection

- Professional Engineer
- Project Managers
- CTQP Certified Construction Inspectors
- Administrative Support Personnel

Whether your project requires civil engineering, land planning, survey, landscape architecture or construction quality assurance, our expert staff represents your interests and project through the course of their approval. We focus on our clients' interests by delivering entitlements and permitting as expeditiously as practicable. CHW provides community leadership through convening stakeholders, uniting interests, and achieving clients' goals. We design our Advocacy around your program.

DANIEL YOUNG, PE, LEED AP

Vice President / Principal Engineer
(386) 518-5169 · daniely@chw-inc.com

YEARS' EXPERIENCE: 16
WITH FIRM: 12



ROLE

Daniel Young, PE, LEED AP, is Vice President and Principal Engineer leading the Engineering, Land Development and Transportation at CHW Professional Consultants. He is responsible for wastewater collection and water & fire distribution modeling and design, site and roadway design and layout. Daniel has over 16 years' experience and has worked with Environmental and Regulatory Permitting agencies such as Florida Department of Environmental Protection (FDEP), Florida's Water Management Districts, County and City governments, the Florida Department of Transportation, and the Army Corps of Engineers. He will be responsible for coordination with subconsultants, contractors, and technical personnel including coordinating plan and report production with geotechnical engineers, landscape architecture professionals, land planning professionals, and site layout specifics with utility personnel and District staff members.

SPECIALIZATIONS

- Project Development and Management
- Commercial and Residential Site Development
- Water and Wastewater Modeling and Design
- Stormwater Modeling and Design
- Roadway Design and Layout
- Paving and Grading Design
- Cost Control Analyses
- Environmental and Regulatory Permitting

EXPERIENCE

UF UAA Katie Seashole Pressly Stadium Addition and Renovation, Gainesville, FL
 UF UAA Baseball, Gainesville, FL
 UF UAA Football Operations, Gainesville, FL
 UF UAA Soccer Team Facilities and Lacrosse Facility Improvements, Gainesville, FL
 Oak Hall Master Plan, Tennis Courts, Gainesville, FL
 Legacy Park Master Plan, Phases I and II, City of Alachua, FL
 Frank Deluca YMCA Family Center and Airnasium, Ocala, FL
 Boys and Girls Club of Alachua County, Gainesville, FL
 Cone Park Master Plan, Gainesville, FL
 Cofrin Park Master Plan and Amenities Addition, Gainesville, FL

EDUCATION

B.S., Bachelor of Science in Civil Engineering, University of Florida, 2005

PROFESSIONAL LICENSE / CERTIFICATIONS

Professional Engineer – Florida 70780, 2010
 LEED Accredited Professional Certification – 2008

ACTIVITIES

American Society of Civil Engineers, 2000 – present
 Chi Epsilon National Civil Engineering Honor Society, 2005 – present

JAMES K. HARRIOTT, JR, PE

Director of Engineering, Transportation / Engineer
(386) 518-5130 · jamesh@chw-inc.com

YEARS' EXPERIENCE: 26
WITH FIRM: 1



ROLE

Mr. Harriott serves as CHW's Director of Engineering, Transportation. His expertise includes over 26 years of experience in both policy and design/construction disciplines areas of transportation. Mr. Harriott's career has included serving as County Engineer in two Florida counties, as well as Director of Sarasota County Area Transit and Executive Director of Sarasota County Capital Management Services. In these positions, he was responsible for the design and construction of various local and as well as local projects funded through state and federal programs. His experience also includes the position of Transportation Planning Manager for Sarasota County where he was responsible for traffic and transportation planning analysis of future corridors and developments throughout Sarasota County, as well as coordinating corridor planning, environmental review, and community impact of future roadway corridor alignments.

Mr. Harriott's most recent experience includes seven years with the Alachua County Manager's Office where he served as the County Engineer. He brings a wealth of knowledge in the public transportation field and his experience of over-seeing a multi-department portfolio includes Public Works, Environmental Protection, Facilities, Solid Waste, Resource Recovery, and Growth Management.

SPECIALIZATIONS

- Project Management
- Traffic and Transportation Analysis
- Traffic and Transportation Planning
- Corridor Planning
- Corridor Alignment
- Environmental Reviews

PROJECT EXPERIENCE

Alachua County Regional Sports Venue, Alachua County, FL
Legacy Trail, Multi-use Recreational Trail, Sarasota County, FL
Sandia Traffic Study, Newberry, FL
Urban Trails Master Plan, City of Jacksonville Beach, FL
Emerald Road Extension Signal Design, Marion County, FL
Public-Private Partnerships, Parks and Roadways, Sarasota County, FL
Advanced Traffic Management System Installation, Sarasota County, FL
Transit Development Plan, Sarasota County, FL
Honore Avenue Corridor, Sarasota County, FL

EDUCATION

MS, Master of Engineering, University of Florida, Gainesville, FL
BS, Bachelor of Science in Civil Engineering, University of Florida, Gainesville, FL

PROFESSIONAL LICENSE / CERTIFICATIONS

Professional Engineer - Florida 57473

ACTIVITIES

FDOT Complete Streets Implementation Plan Development
Institute of Transportation Engineers
Florida Association of County Engineers and Road Superintendents

BRIAN SNYDER, PE

Project Manager
(386) 518-5154 · brians@chw-inc.com



YEARS' EXPERIENCE: 15
WITH FIRM: 7

ROLE

Brian Snyder, PE, is a CHW Project Manager / Traffic Engineer with over 15 years of experience, and as a Transportation Project Manager his expertise includes traffic signal and roadway design, operational analysis and determining improvements for Long Range Transportation Planning, preparing due diligence reports, preparing traffic analyses including, traffic impact studies, speed studies, and roundabout justification studies, and permitting through City and County governments.

SPECIALIZATIONS

- Traffic Studies
- Transportation Planning Studies
- Crash Analysis
- Traffic Signal Timing
- Traffic Signal Design
- Transportation/Roadway Design
- Paving and Grading
- Pavement Design
- Project Management
- Traffic Modeling

EXPERIENCE

University of Florida Baseball Traffic Impact Analysis, Gainesville, FL
 University of Florida DSIT Multi-modal Intersection Analysis, Gainesville, FL
 SW 2nd Avenue and SW 4th Avenue Multimodal Corridors Research & Analysis, Gainesville, FL
 City of Alachua Long Range Transportation Plan, Alachua, FL
 Alachua County Roadway Speed Study, Alachua County, Florida
 North Florida Regional Medical Center Traffic Impact Analysis, Gainesville, FL
 Gainesville CRA South Main Street Improvements, City of Gainesville, FL
 Legacy Park Master Plan, City of Alachua, FL
 SW 40th Boulevard and SW 42nd Street Pedestrian Signalization, Gainesville, FL
 NW 143rd Street and NW 32nd Avenue Signalization, Gainesville, FL
 City of Alachua San Felasco Parkway, Alachua, FL
 Signal Design at US 27 & 4 Lane County Rd 225A, Marion County, FL
 8th Avenue and SW 143rd Street Roundabout, Gainesville, FL
 Butler Boulevard Roadway Design, Infrastructure and Signalization, Gainesville, FL
 Traffic Signal Coordination of Maricamp Road, Marion County, FL
 City of Jacksonville Downtown DRI Abandonment Traffic Study, Jacksonville, FL

EDUCATION

B.S., Bachelor of Science in Civil Engineering, University of Florida, 2006

PROFESSIONAL LICENSE / CERTIFICATIONS

Professional Engineer – Florida 74607
 FDOT Temporary Traffic Control (TCC) – 26030



UNIVERSITY OF FLORIDA

UAA Florida Ballpark Traffic Analysis

Gainesville, FL

CHW completed the traffic impact analysis for the University of Florida, which reviewed traffic impacts of games at the new stadium on campus and City of Gainesville Road. The study focused on combining peak impact from the use with peak hour traffic to determine the greatest impact on the impacted roadway network. Mitigation measures were recommended.

The Florida Ballpark is a new 127,900 GSF Baseball Facility that aims to enhance the players' and fans' experiences. The new baseball stadium includes chair back seating, premium seating, restrooms, concessions, field lighting, video board, training room, equipment room, locker rooms, coaches' offices, team lounge area, baseball field, media and pressbox area, signage, parking area, stadium walk around area, merchandise store and entry plaza.

CHW provided civil engineering, infrastructure design, site permitting, traffic engineering, surveying and mapping, site construction administration and construction engineering inspection services.



ADA Parking

Line Group	ESL	EST	ESR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBR
LOD	F	A	P	D	F	E	F	E	E	F	F
Approach Delay		11.2			37.8		75.4		88.7		
Approach LOD		B		O							
Queue Length 50th (ft)		50	67	80	943		91	41	158	<115	
Queue Length 95th (ft)		m133	74	121	1097		116	67	192	4930	
Internal Link Dist (ft)											
Turn Bay Length (ft)		315	913		210	1038		40		98	
Base Capacity (vph)		178	3067		228	3009		134	225	250	339
Station Cap Reductn		0	0		0	0		0	0	0	0
Splitbay Cap Reductn		0	0		0	0		0	0	0	0
Storage Cap Reductn		0	0		0	0		0	0	0	0
Reduced v/c Ratio		0.42	0.58		0.26	0.90		0.60	0.23	0.61	1.07

Intersection Summary	
Area Type:	Other
Cycle Length:	180
Actuated Cycle Length:	180
Offset (s) (20th):	Referenced to phase 2(WBT and SBT), Start of Yellow
Initial Cycle:	130
Control Type:	Actuated-Coordinated
Maximum v/c Ratio:	1.07
Intersection Signal Delay:	35.7
Intersection Capacity Utilization 95.0%:	ICU Level of Service F
Analysis Period (min):	15
- Volume exceeds capacity, queue is theoretically infinite. - Queue shown is maximum after last cycle. - 95th percentile volume exceeds capacity, queue may be longer. - Queue shown is maximum after last cycle. - Volume for 95th percentile queue is limited by upstream signal.	
Split and Phases: 35: Archer & 23rd Dr	

Lanes, Volumes and Timings



ALACHUA COUNTY PUBLIC SCHOOLS

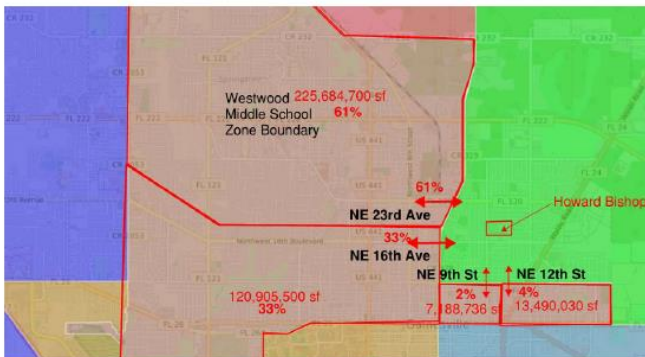
Transition School Traffic Analysis

Gainesville, FL

CHW performed a site evaluation for three different potential Transition School locations, and traffic analysis for two of the three potential sites, for consideration by the School Board of Alachua County.

Following site selection by the School Board, CHW designed the grading, drainage, utilities, circulation, and access for the Transition School site, which includes more than 50 modular units for classrooms, dining, and administrative uses. The site improvements for the Transition School were also permitted through the various agencies having jurisdiction for the site.

Design and permitting were performed under very tight timeframes to ensure that the campus could be open for operation at the start of school in August, 2020.



Westwood to Howard Bishop Transition Trip Distribution



Parent / Student Drop-off Spillover at Howard Bishop



ALACHUA COUNTY BOCC

Agricultural and Equestrian Center, IFAS Extension Office Traffic Analysis

Newberry, FL

CHW complete the traffic and transportation analysis for the County’s Agricultural and Equestrian development in Newberry, Florida. The analysis included a review of traffic circulation and access, resulting in recommendations for transportation improvements necessary to mitigate the proposed uses.

The Agricultural and Equestrian Center project consisted of renovations of the agricultural arena, and new construction of an IFAS Extension Office and Auditorium Building. The Agricultural and Equestrian Center portion of the site previously functioned as the Canterbury Showplace and contains multiple existing facilities, including a large open arena, five shed rows with stalls, a club house/ office building, RV facilities, an existing restroom building, fenced pastures, and other miscellaneous sheds, structures, and fenced facilities for horses.

CHW provided professional services for the design of new stormwater infrastructure and modifications to existing stormwater infrastructure that was re-directed to the new on-site stormwater management facilities. Additionally, new water and sewer utilities were added and connected to the City of Newberry utilities; new parking facilities, and a pedestrian circulation was added throughout the site to help facilitate travel to and from parking areas and the various uses and facilities on the site.



UF IFAS Extension Office



Traffic Circulation



SECTION E

Required Forms



DRUG-FREE WORKPLACE FORM

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

Victus Advisors 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

07/08/2022

Date

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 (# M16000005203)

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.

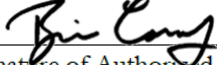
Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

Victus Advisors LLC

Bidder's Name

Brian Connolly, Managing Principal

Printed Name/Title of Authorized Representative


Signature of Authorized Representative

07/08/2022
Date

REFERENCE FORM

Name of Bidder: Victus Advisors 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): 2018-2019

Company Name: Alachua County, Florida
Address: 12 SE 1st Street
City, State Zip: Gainesville, FL 32601
Contact Name: Sean McLendon, Strategic Initiatives Manager
Phone Number: (352) 548-3765 Fax Number: _____
Email Address (if available): smclendon@alachuacounty.us

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): 2016-2017

Company Name: Lee County, Florida
Address: 2201 Second Street, Suite 501
City, State Zip: Fort Myers, FL 33901
Contact Name: Jeff Mielke, Executive Director, Lee County Sports Development
Phone Number: (239) 533-5273 Fax Number: _____
Email Address (if available): JMielke@leegov.com

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): 2016-2017

Company Name: City of Virginia Beach, Virginia
Address: 2101 Parks Ave. #500
City, State Zip: Virginia Beach, VA 23451
Contact Name: Nancy Helman, Director, Virginia Beach CVB
Phone Number: (757) 385-6649 Fax Number: _____
Email Address (if available): nhelman@vb.gov

Attachment D

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

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. Victus Advisors 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. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" 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"/> Other (see instructions) ►	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>	
	5 Address (number, street, and apt. or suite no.) See instructions. 2720 Homestead Road, Suite 130	Requester's name and address (optional)	
	6 City, state, and ZIP code Park City, UT 84098		
	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													
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4	5												

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 ► 07/08/2022
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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.

