CITY OF VIRGINIA BEACH SPORTS CENTER

CONCEPTUAL PPEA PROPOSAL – VOLUME I

SUBMITTED BY:
S.B. BALLARD CONSTRUCTION COMPANY + AECOM + SPORTS FACILITIES MANAGEMENT
SEPTEMBER 26, 2017

CONTACT: MARK PAYNE, VP | PRE-CONSTRUCTION SERVICES
S.B. BALLARD CONSTRUCTION COMPANY
2828 SHIPPS CORNER ROAD
VIRGINIA BEACH, VA 23453

City of Virginia Beach

S.B. BALLARD CONSTRUCTION COMPANY

AECOM

SFA SPORTS FACILITIES ADVISORY

SFM SPORTS FACILITIES MANAGEMENT

S.B. BALLARD
CONSTRUCTION
COMPANY

September 26, 2017

Taylor Adams
City of Virginia Beach, Purchasing Division
2388 Liberty Way
Virginia Beach, VA 23462

Re: REQUEST FOR CONCEPTUAL PPEA PROPOSALS CVB SPORTS CENTER

Dear Mr. Adams:

S.B. Ballard Construction Company, in association with AECOM and Sports Facilities Advisory & Sports Facilities Management, is pleased to present this Conceptual Public-Private Education Facilities and Infrastructure Act (PPEA) Proposal to the City of Virginia Beach for the design, construction, operation and maintenance of the new Virginia Beach Sports Center. We have prepared this submission in accordance with the City of Virginia Beach Procedures Regarding Requests Made Pursuant to the Public-Private Education Facilities and Infrastructure Act of 2002 (Re-Adopted July 7, 2009). We have enclosed 1 original and 6 copies for your review and distribution.

Please note that we have separated our proposal into two volumes. Volume II, in its entirety, is confidential and we request that it be excluded from public inspection and release under the PPEA Guidelines referenced above, as well as per the Virginia Freedom of Information Act.

We intend for the labeled 'Volume II Proprietary/Confidential' submissions to be part of our overall proposal, but we believe these materials may be excluded from public inspection per the cited provisions. Accordingly, we ask that the City of Virginia Beach agree to accept these materials in confidence, exclude them from public inspection and release, and take appropriate action to protect them from disclosure, including a written determination by the City that Volume II of our proposal is protected in its entirety from disclosure.

Protection of these materials is necessary because they constitute at least one of the following: (i) trade secrets of the proposer as defined in the Uniform Trade Secrets Act, (ii) financial records of the proposer that are not generally available to the public through regulatory disclosure or otherwise, and (iii) records related to the proposal that, if made public prior to the execution of an interim agreement or a comprehensive agreement, would adversely affect the financial interests and/or the bargaining position of the S.B. Ballard Construction Company team or the City of Virginia Beach.

We are very excited at the prospect of being able to design, build, and operate the new Sports Center in the evolving Entertainment District on the 19th St. Corridor. We welcome the opportunity to participate as your Design/Build/Operate partner and work with you to fulfill your goals to enhance sports-related tourism in this great city.

www.sbballard.com
2828 Shipps Corner Rd. • Virginia Beach, Virginia 23453 • (757) 440-5555 Fax (757) 451-2873

We have assembled an energetic, diverse, and highly experienced team to bring this project to fruition. This team and its turnkey-offer to the City will provide an economical, effective, and time efficient solution to meeting the critically pressing need for an indoor sports facility.

The S.B. Ballard/AECOM team has a proven track record, not only in Virginia Beach, but also through-out the Commonwealth of Virginia. The team has worked together on the new Virginia Beach Entertainment and Sports Arena, Virginia State University's new Multipurpose Center, Old Dominion University's Powhatan Sports Complex, and the S.B. Ballard Stadium and Football Complex in Norfolk, VA, with a total of over nearly 1 million square feet of sports-related facilities. This is a proven team that has both past and recent experience.

Sports Facilities Management (SFM) is proud to team with S.B. Ballard Construction and AECOM to provide operational planning and set-up for the proposed facility. Sports Facilities Advisory, LLC (SFA) partners with Sports Facilities Management, LLC (SFM) to transform the sports industry through enterprise level program planning, financial forecasting, financing services, and proven management that supports the requirements of today's financing sources.

Together, SFA & SFM have produced the funding documents, feasibility studies, program plans, construction and start-up budgets, and management plans for a portfolio of projects totaling more than $8 billion in sport, recreation, fitness, and entertainment venues. SFM-managed venues have hosted more than 50 million visits in the past 3 years.

Once selected as the successful team and the design/build project is complete; SFM will contract directly with the City of Virginia Beach to operate and maintain the facility. SFM will ensure their program aligns with the City of Virginia Beach's goal of attracting out-of-market tournament business to enhance the utilization of the City's hotels and restaurants during the shoulder and off-season by putting more heads-in-beds and by enhancing the City's competitive position within the sports marketing industry.

This program from SFM will ultimately create a more competitive resort market– all while serving the local residents with fitness activities that will enhance the quality of life for Virginia Beach residents.

We look forward to the next step in this review process and are ready to devote all necessary resources required to immediately partner with the City of Virginia Beach on this exciting and transformational new facility. I, and all other members of our team, will be available to address your questions and comments, or to assist in any additional ways possible that you may require.

Kind regards,

Mark Payne
Vice President, Pre-construction Services

CONTENTS - VOLUME I

Executive Summary

Section 1 – Qualifications and Experience
- 1.a. Legal Structure
- 1.b. Experience
- 1.c. Points of Contact
- 1.d. Financial Statement – Proprietary Information in Volume II
- 1.e. Officers and Directors – Proprietary Information in Volume II
- 1.f. Affiliated Business – Proprietary Information in Volume II
- 1.g. Contractors and Service Providers

Section 2 – Project Characteristics
- 2.a. Description of the Project – Proprietary Information in Volume II
- 2.b. Work Performed by the City
- 2.c. Permits and Approvals
- 2.d. Adverse Impacts
- 2.e. Positive Impacts – Proprietary Information in Volume II
- 2.f. Proposed Schedule – Proprietary Information in Volume II
- 2.g. Assurance for Timely Completion
- 2.h. Assumptions to Ownership, Operation, and Use
- 2.i. Phased Openings
- 2.j. Applicable Standards – Proprietary Information in Volume II

Section 3 – Project Financing
- 3.a. Preliminary Estimate – Proprietary Information in Volume II
- 3.b. Plans for Development
- 3.c. Assumptions
- 3.d. Risk Factors
- 3.e. Public Resources
- 3.f. Third Parties

Section 4 – Project Benefit and Compatibility
- 4.a. Benefits
- 4.b. Anticipated Public Support
- 4.c. Public Outreach Plan
- 4.d. Attracting and Maintaining Competitive Industries – Proprietary Information in Volume II
- 4.e. Compatibility – Proprietary Information in Volume II
- 4.f. Quality Standards
- 4.g. SWaM Participation Efforts

Appendices
- A. Qualified Management Agreement – Proprietary Information in Volume II
- B. SFM Marketing Guide

City of Virginia Beach

Page Intentionally Left Blank

DESIGN-BUILD-OPERATE PROPOSAL FOR THE
NEW VIRGINIA BEACH SPORTS CENTER

TEAM

S.B. Ballard Construction Company (Design-Build Contractor), in partnership with AECOM (Architect) and Sports Facilities Advisory & Sports Facility Management (Operator), is pleased to submit our proposal to design, construct, operate and maintain an *indoor sports facility to attract out-of-market tournament business; and jointly be used, during non-tournament use, by residents for fitness activities, thus creating a more competitive resort by serving as an economic asset for tourism growth as well as enhancing the quality of life for Virginia Beach residents.*

Members of the project team have been carefully selected to ensure that all areas of development, design, construction, operation, and management are performed by accomplished individuals with the experience to deliver a state-of-the-art Sports Center.

DESIGN-BUILD CONTRACTOR EXPERTISE

S.B. Ballard Construction Company (SBBCC) began in 1978 and has been providing construction and development services to the Hampton Roads area for nearly 40 years. S.B. Ballard Construction Company has constructed over $450 million worth of multipurpose / sports facilities and arenas in the mid-atlantic region and has completed numerous projects with the City of Virginia Beach. One of our major successes in the development of a tourist-related district can be seen in the historic Virginia Beach Seawall, constructed by S.B. Ballard in 2000. This project has had an enormous economic impact on the region. Growth in this market continues today with various athletic and entertainment events lined up and down the boardwalk throughout the year.

S.B. Ballard has developed a strong and collaborative working relationship with City of Virginia staff while developing the Virginia Beach Sports and Entertainment Arena. SBBCC, AECOM, and the City have worked together during a lengthy and remarkable process in an effort to bring such a great venue to the area. SBBCC believes this relationship is an enmorous benefit to the City, and hopes we can continue working together on the new Virginia Beach Sports Center.

Also in recent years, S.B. Ballard has had major success in the Design-Build PPEA delivery method, working closely with designers, owners, consultants, government officials, legal advisors, and specialty subcontractors. Examples include the Virginia Beach Arena, Wise County High Schools, and the Norfolk Public School Mordernization Project. S.B. Ballard's passion and dedication to the owners of the projects it builds guided the company from being a General Contractor to a Design-Build-Developer. We have a reputation for doing more for the owner than just "building a building."

With nearly 40 years of local experience, S.B. Ballard has had the opportunity to work with nearly every subcontractor in the Hampton Roads area. Our team is committed to excellence and has a proven track record of completing projects safely, on-time, and within budget, with the Owner's best interest in mind throughout the entire project.

GLOBAL DESIGN EXPERTISE

AECOM is recognized as a leading, best-in-class company with extensive professional sports and entertainment experience and knowledge. As a full-service firm operating in over 100 countries, AECOM is a progressive consultancy with more than 90,000 employees and 150 offices worldwide. The close collaboration between their extensive areas of expertise, their vast array of resources, and the size of the firm assures project quality and stability.

AECOM architects and design engineers have extensive national experience in designing innovative sports facilities, such as the Golden 1 Center, in Sacramento, CA and the Basketball Practice Facility for the Los Angeles Lakers. Closer to home, they have completed multiple projects for ODU, VSU, and UVA and are currently working with S.B. Ballard on the Virginia Beach Arena. The hallmark of AECOM's sports architecture practice is a focus on iconic design that fosters enduring pride and delivers positive revenue results.

Over the past 30 years, AECOM has provided continued dedication and commitment in completing successful projects for the City of Virginia Beach. AECOM offers a full spectrum of design and specialty services to the City of Virginia Beach, including planning, architecture, building engineering design, as well as traffic engineering and utilities engineering.

Design consultants on the A/E team include: Sinclair Pratt Cameron, P.C. as the Structural Engineer, and Kimley-Horn and Associates, Inc. as the Civil Engineer and Environmental Consultant. Both are local firms, with recent experience in Virginia Beach, and true assets to the team.

BEST-IN-CLASS MANAGEMENT

Sports Facilities Advisory & Sports Facilities Management will operate and maintain the facility once constructed on behalf of the City of Virginia Beach. SFM's robust management service will ensure all aspects of tournament usage and local programs will be carried out in a professional "best-in-class" manner.

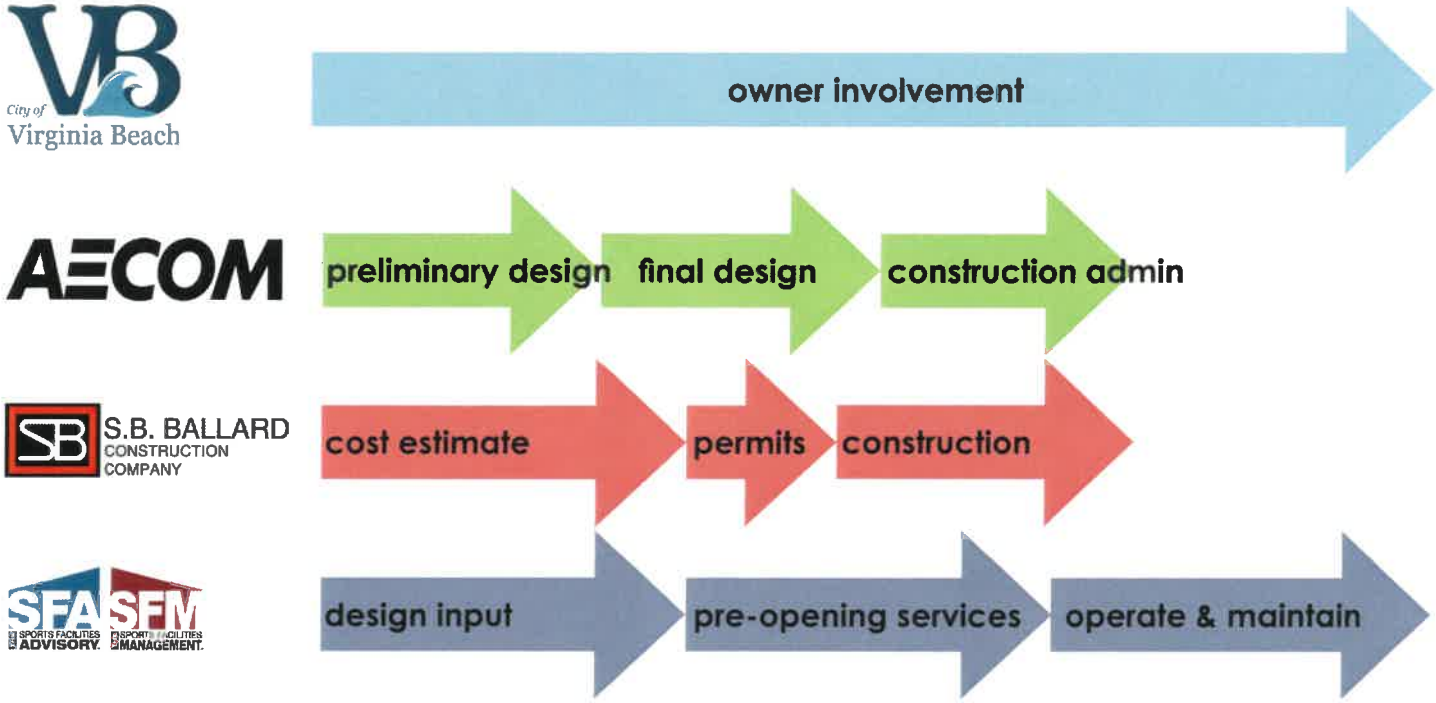
SFM has a proven track record of pre-booking venues to goal prior to opening. This level of success was achieve at the Myrtle Beach Sports Center, Rocky Top Sports World, Round Rock Sports Center, and others. SFM's proprietary process for creating, booking, and hosting events/programs is responsible for driving tens of thousands of guest visits and tens of millions of dollars for direct economic impact annually.

Working as a team, SFA and SFM serve government clients and private developers and have overseen the successful planning and opening of today's most notable and successful facilities. Since SFA's founding in 2003, the company has produced the funding documents, feasibility studies, program plans, construction and start-up budgets, and management plans for a portfolio of projects totaling more than $8 billion in sport, recreation, fitness, and entertainment venues.

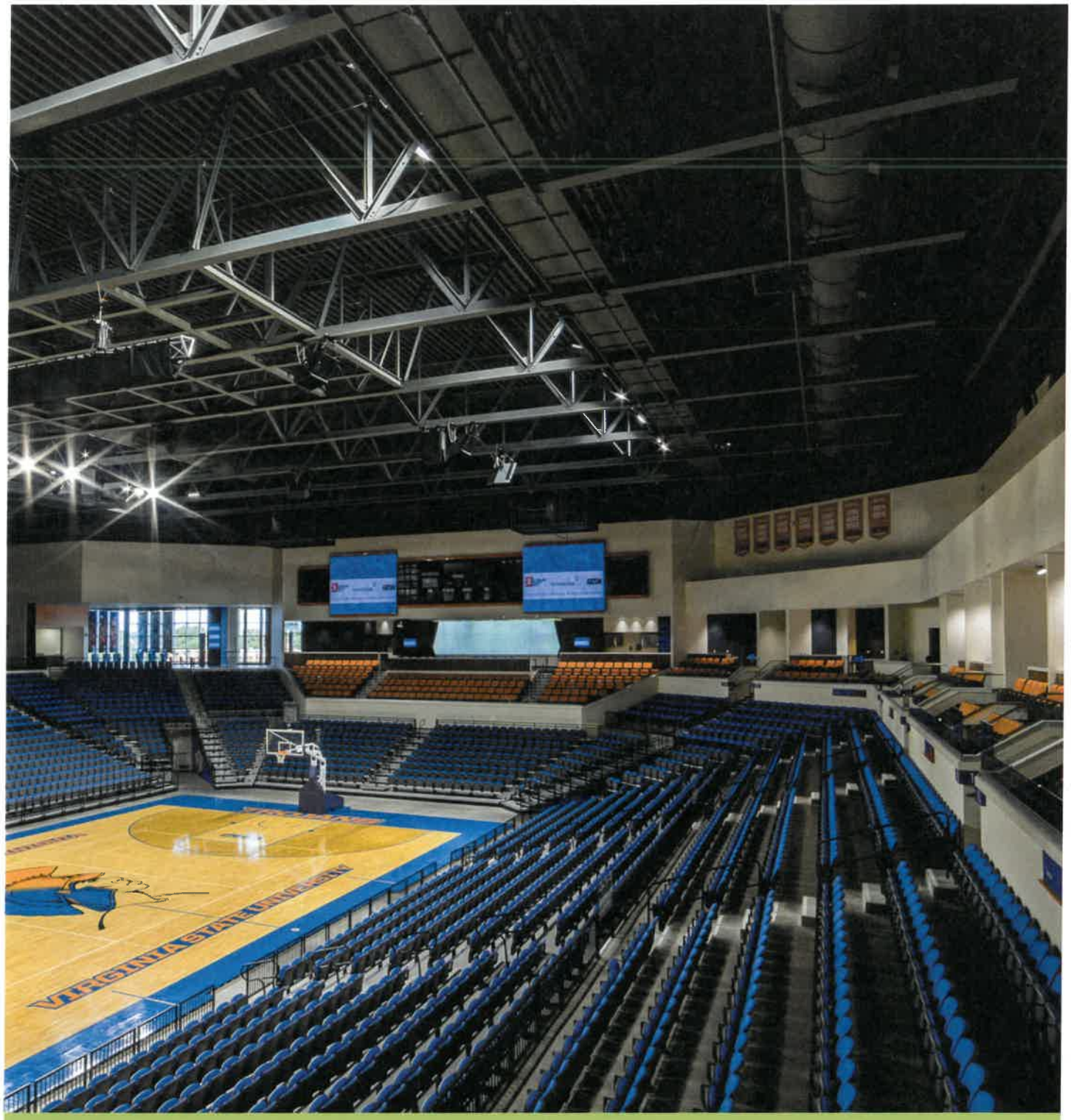
SFM's management services include full-time and management consulting services which improve current operations and provide public and private owners with enterprise level marketing, events booking, membership sales, sponsorship sales, operations management, bookkeeping, human resources, legal/risk management, and much more. SFM-managed venues have hosted more than 50 million visits in the past 3 years.

COLLABORATION

Together, the consortium of firms has committed to a collaborative project approach in order to achieve a successful Sports Center for Virginia Beach. Each firm is involved from conceptual planning, working closely with the City. A simplified example of each firm's role is shown below.



Page Intentionally Left Blank



Section 1 - Qualifications and Experience

Section 1 Qualifications and Experience

1.a. Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team.

We have assembled an extremely well-qualified and experienced team of professionals who demonstrate the highest levels of excellence in their respective specialties and fields. Our designated professionals possess the combination of highly-developed skill sets, financial resources, and a shared vision to develop, design, deliver, manage, and operate the new Virginia Beach Sports Center.

Each firm and the principal management personnel assigned to each phase of the planned work were selected for their individual records of excellence as well as their exceptional and proven track-records in forging effective working relationships in the local communities we serve, in both the private and the public sectors. We share the City's vision and look forward to continuing our long-term relationship with the City of Virginia Beach.

The team that has been assembled (indicated on the organizational chart on the next page) includes exclusive members for each key component of this process.

- As the Owner, the **City of Virginia Beach** ("the City") occupies the most critical role in this effort. The City will be involved throughout the entire design and construction process. The City will handle the finances on this project.
- Our "Design-Build-Operate" Team will work together in a collaborative effort to accomplish the goals of this project.
- The design and construction team is managed by Design-Build Contractor **S.B. Ballard Construction Company** ("SBBCC").
- **AECOM** will manage the design team efforts.
- **Sinclair Pratt Cameron, P.C.** will provide structural engineering services working directly with AECOM.
- **Kimley-Horn** will provide site work and civil engineering services as well as environmental services and will also work directly with AECOM.
- **Sports Facilities Advisory & Sports Facilities Management** will operate and maintain the facility once constructed on behalf of the City and will be an integral design partner throughout the process.
- **Kaufman & Canoles, P.C.**, will act as our legal advisor and consultant for the project throughout its duration.

City of Virginia Beach
finance
OWNER/ PUBLIC ENTITY
SUBCONTRACTORS
build
KAUFMAN & CANOLES attorneys at law
S.B. BALLARD CONSTRUCTION COMPANY
LEGAL
DESIGN-BUILD CONTRACTOR
design
operate
AECOM
SFA SPORTS FACILITIES ADVISORY
SFM SPORTS FACILITIES MANAGEMENT
ARCHITECT/ ENGINEER
MANAGEMENT/ OPERATING GROUP
Kimley»Horn
SPC STRUCTURAL ENGINEERS
CIVIL ENGINEER/ ENVIRONMENTAL
STRUCTURAL ENGINEER

DESIGN-BUILD-OPERATE TEAM

Owner

The City of Virginia Beach (the City) manages the initial procurement and will oversee the construction of the new Sports Center. Their approval will be required prior to the finalization of any design features, modification of any previously approved material or application methods to be utilized on the project, and will be responsible to evaluate and authorize any expenditures other than those established within the terms of the joint agreement.

Design-Build Contractor

S.B. Ballard Construction Company (SBBCC) will be responsible for the design and construction and overall execution of the new Sports Center. SBBCC will lead the consortium of firms and will provide overall direction and management of the project. AECOM, Kaufman & Canoles, and any other firms that are yet to be determined will all be under contract with SBBCC. Also, SBBCC will provide construction management and general contractor services and will serve as the primary contact for this PPEA project. SBBCC will contract directly with all construction trade contractors and material suppliers. Further, as the managing firm, SBBCC will procure and maintain all required permits, payment and performance bonds, and the Builder's Risk Insurance policies.

Architect/Engineer

AECOM offers a full spectrum of design and specialty services to the City of Virginia Beach, including planning, architecture, a full complement of building engineering design, traffic engineering and traffic management, as well as utilities engineering. The AECOM team strives to maximize return on investment and minimize operating costs. This is done by drawing upon their urban planning and economics expertise while analyzing how ancillary development can be a year-round attraction for sports fans and non-fans alike. AECOM continually invests in research and development to create the most innovative designs and reverse strategies that are models within the industry.

Management/Operating Group

The opening of a new sports complex or recreation center begins long before the first shovel hits the ground. Sports Facilities Advisory & Sports Facilities Management will be responsible for vendor/supplier selection, staff recruitment and training, software, bookkeeping structure, marketing and branding, and sports facility development. The pre-opening process is a once-in-a-lifetime event and it is not the time for "on the job" learning. Sports Facilities Management will oversee the opening process, as well as, manage the facility on behalf of the City of Virginia Beach.

Civil Engineer / Environmental

Kimley-Horn and Associates, Inc. (Kimley-Horn) will provide civil engineering services including the design of all aspects of infrastructure for the project necessary to obtain a site plan permit including, but not limited to, storm drainage, sanitary sewer, water, parking, and landscaping. Efforts will also include plans, permit preparation, and coordination as necessary for any permits. Additionally, the firm will coordinate environmental services such as environmental site assessment and wetlands delineations/permitting coordination with the appropriate regulatory agencies.

Structural Engineer

Sinclair Pratt Cameron, P.C. (SPC) will provide structural consulting to the team, from conception to completion delivering a high quality, cost effective and constructible product. SPC holds professional registration in fifteen states and are qualified to pursue registration nationwide. SPC's construction documents can be delivered for all phases of construction including new construction, remodeling of existing structures, additions to existing structures, and phased construction projects.

Legal Services

Kaufman & Canoles, P.C. (K&C) is one of the oldest, largest and most experienced law firms in Virginia and has extensive experience and expertise in Public-Private Partnerships / "PPEA" or "P3" projects. Their role will be to advise on any legal and PPEA-related issues or questions that may need to be addressed throughout the process as well as to work with the City on the comprehensive agreement, any interim agreement, and other legal documents required to move the project forward. They also have long served in the capacity of SBBCC's primary counsel. SBBCC enjoys a long and successful history of working together with K&C on similar projects and knows that no other legal counsel in Virginia meets their high level of PPEA experience and expertise.

SBBCC and K&C have recent history working together on various PPEA agreements, including the Virginia Beach Arena, a $220 million project recently awarded by the City of Virginia Beach and Mid-Atlantic Arena, part of The ESG Companies. Mr. Ballard will be the general contractor as well as a partner in the Arena. SBBCC and K&C also recently orchestrated the Norfolk Public Schools PPEA proposal for $135 million worth of construction.

1.b. Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project including experience with projects of comparable size, value, quality and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties and a description of such guarantees and warranties. Provide resumes of the key individuals who will be involved in the project.

This section includes the following information:

- Current work with the consortium of firms
- Past work with the consortium of firms
- Design-Build Contractor Experience
- Lead Designer Experience
- Operator Experience
- Engineer Experience
- Resumes (Contractor / Designer / Operator / Engineers)

Current Work with the Consortium of Firms

Virginia Beach Entertainment & Sports Arena
Virginia Beach, VA

Project Team:

S.B. Ballard + AECOM + Kimley-Horn
+ Clark Nexsen

Size of Project:
500,000 SF

Project Value:
$200,000,000

Completion Date:
In Progress

Owner's Name:
Mid-Atlantic Arena, part of The ESG Companies

Project Features:

- Courtside seating
- Stadium seating
- Loge seating
- Suites
- Concessions
- Offices
- Practice facility
- Meeting rooms
- Laundry facility
- Media space
- TV/Radio production space
- Scoreboards / Audio Visual

Past Work with the Consortium of Firms

Virginia State University Multipurpose Center
Petersburg, VA

Project Team:

S.B. Ballard + AECOM + Clark Nexsen

Size of Project:
165,941 SF

Project Value:
$58,905,507

Completion Date:
January 2016

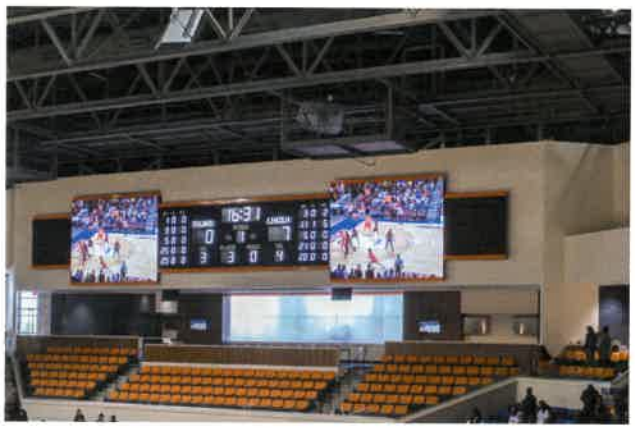
Owner's Name:
Virginia State University

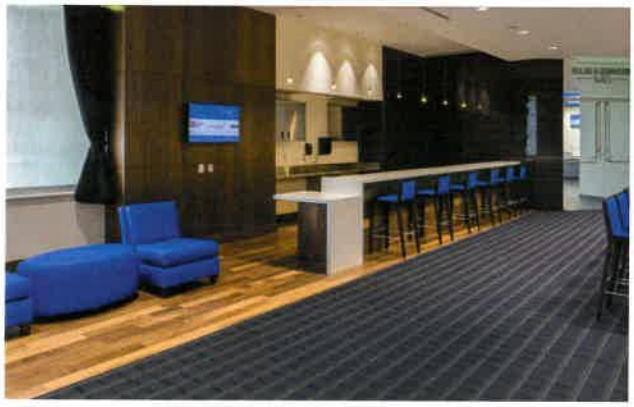
Project Features:

- Meeting Rooms
- Administration
- Food Service/Dining
- Tight Site Constraints
- Multi-Story
- Demolition
- Weight Room
- Medical Area
- Laundry Facility
- Spectator Seating
- VIP Area
- Scoreboards/Audio Visual
- Scouting Area
- Designated Team Unloading Area

Past Work with the Consortium of Firms

Virginia State University Multipurpose Center | pg. 2





Project Description:
The Multipurpose Center at Virginia State University consists of a 165,941-square-foot sports and event arena that seats 6,100 for stage events and 5,100 for sporting events including suites and VIP seating areas. The facility includes:

- food and retail services
- media spaces
- classrooms and faculty offices
- wellness center
- conference and meeting spaces
- full service kitchen
- audio and video systems for performances
- radio station
- television production studio

The venue stands as the entertainment hub of the region. Events bring students, families, concert fanatics, and sports fans.

The building structure consists of a steel frame and cast-in-place concrete. The seating area of the lower bowl consists of precast treads and risers supported by steel raker beams. The stair and elevator shafts are CMU and were specifically designed for structural isolation from the steel framed structure. The roof structure consists of acoustical metal deck over long-span roof trusses. The building is protected by a 60 mil TPO roofing system.

The building is equipped with complete wet-pipe sprinkler, electrical, fire alarm and LED lighting systems. In addition to the high-quality audio system, the event area contains two LED scoreboards.

The HVAC system consists of a highly efficient four-pipe system, with boilers, chillers and a cooling tower. The system controls (DDC) are tied into the campus-wide system for monitoring by the facilities maintenance staff.

Past Work with the Consortium of Firms

Old Dominion University S.B. Ballard Stadium
Norfolk, VA

Project Team:

S.B. Ballard + AECOM + Clark Nexsen

Size of Project:
216,361 SF

Project Value:
$29,407,041

Completion Date:
August 2008

Owner's Name:
Old Dominion University

Project Features:

- Multi-Story
- Food Service/Dining
- Collaborative Space
- Meeting Room
- Administration
- Tight Site Constraints
- Adjacent to Occupied Building
- Demolition
- Equipment Room
- Medical Area
- Designated Team Unloading Area

Past Work with the Consortium of Firms

Old Dominion University S.B. Ballard Stadium | pg. 2

Project Description:
The ODU Football Complex project consisted of the construction of the new Game Day Building and Parking Garage. The new Game Day Building includes 24 luxury suites providing seating for 12 people per suite, loge seating for 386 fans, terraces, concession stands, a full service kitchen providing food service for 14,000 patrons, restrooms, home team locker rooms, team meeting rooms, exam rooms, and sound system/scoreboard control rooms.

The Parking Garage is five levels, one on grade and four elevated with 724 parking spaces. The garage houses a storage area for the Game Day Building, playing field equipment, and a ticket sales area for stadium events.

The playing field was replaced with an Astroturf GameDay Grass 3D field with a drainage system beneath to help meet State's water quality requirements for the entire project. Civil engineering responsibilities included site layout, grading, storm and sanitary sewer design, stormwater management design, water distribution system design, and specifications.

Precast concrete driven piles support each structure. The parking facility is constructed with prestressed, precast concrete; while the gameday structure is constructed with reinforced, cast-in-place concrete.

Most levels are open-bay to minimize obstructions, and arched construction is featured on the perimeter to complement the existing Foreman Field structure.

Past Work with the Consortium of Firms

Old Dominion University Powhatan Sports Complex
Norfolk, VA

Project Team:
S.B. Ballard + AECOM

Size of Project:
58,000 SF

Project Value:
$18,039,961

Completion Date:
August 2008

Owner's Name:
Old Dominion University

Project Features:
- 2-story sports center
- Terrazzo entrance lobby with displays
- 6,500 SF weight room
- 3,000 SF training room
- Offices, meeting rooms
- Home locker rooms
- 2 Visitor locker rooms for tournaments
- Field Hockey / Lacrosse / Football
- Hosts NCAA National Championships
- Brings spectators in from around the country
- Outdoor balcony
- On-site ticket windows
- High-tech A/V and sound system
- Video editing / projection suites

Past Work with the Consortium of Firms

Old Dominion University Powhatan Sports Complex | pg. 2

Project Description:
The Powhatan Sports Complex was designed to provide Old Dominion University with the preeminent NCAA field hockey and lacrosse competition facility in the country. At the same time the building also plays an important role in the re-establishment of the Old Dominion football program.

This 2-story, 58,000 square foot new complex accommodates women's field hockey and lacrosse as well as men's football, providing each with a prominent presence in one building. The complex has a 6,500 square foot weight room, a 3,000 square foot training room, offices, meeting rooms and locker rooms. It also has a 100 yard and 60 yard football practice fields.

The field hockey and lacrosse field has seating for 1,500 and a second story balcony area off the main building overlooking the field. There is also room for 1,500 temporary seats when needed. In addition to the locker rooms and training areas, the complex features gathering space for alumni and recruits, including a hall of athletics which displays the accomplishments of the University's various athletic programs throughout their history.

The Field Hockey and Lacrosse stadium includes;
- 1,500 permanent seats, with room for an additional 1,500 temporary/expansion seats,
- "Astro Turf 12", the preferred playing surface by collegiate and professional players and coaches,
- The latest in technology for scoreboards, the press box, field lighting, concessions and restrooms,
- Easy access and parking for field hockey and lacrosse games and athletic camps,
- Ticket windows on site,
- The "big gun" watering system is capable of adequately watering the entire field hockey field, and
- A high end Bose sound system.

The Sports Center - a state-of-the-art facility includes;
- Offices, locker rooms, athletic training and strength training areas,
- Two-story terrazzo entrance lobby, that includes display areas,
- Outdoor 2nd level balcony, used for entertaining, overlooking the field hockey/ lacrosse stadium,
- Over 6,000 square feet for strength training - includes the latest in fitness and weight equipment,
- 3,000 square foot athletic training facility,
- Video editing/projection suites to assist coaches with player development and game strategy,
- Enclosed booster area overlooking the north end of the field,
- Two visitor locker rooms to provide the ability to host multi-team tournaments, and
- Wireless computer access throughout the building

The Football Practice Fields-Two lighted field turf practice fields, include;
- One 100-yard practice field,
- One 60-yard practice field with a skills and drills area, and
- A fully integrated sub-surface drainage system to ensure the football practice fields and the field hockey/lacrosse game field can be played on immediately after rain storms.

S.B. BALLARD
CONSTRUCTION
COMPANY

S.B. Ballard Construction Company | Design-Build Contractor

Delivering Superior Quality Projects On-Time and Within Budget

History

Founded in 1978, S.B. Ballard Construction Company (SBBCC) began as a concrete contractor performing small residential and commercial concrete projects. The company quickly grew to become on of the largest concrete contractors in the nation. SBBCC's growth continued as it assumed the role of general contractor for commercial projects. SBBCC is now one of the largest construction companies in Virginia, employing more than 100 people.

For nearly 40 years, we have continued our evolution and now perform the majority of our work using Design/Build, Construction Manager at-Risk, or Public-Private-Partnership methodologies. SBBCC has been long noted for our dedication to safe, high quality, on-time and within-budget performance. Use of the Design/Build, CM at-Risk or PPEA format allows SBBCC to ensure a project's success by engaging the owner, designers and contractor from the project's beginning. The collaboration between the owner, designers, consultants, and SBBCC throughout the project has resulted in significant cost savings, schedule improvements, and a more satisfied owner across increasingly complex projects in both the public and private sectors. As evidence of client satisfaction, more than 65% of SBBCC's projects are with owners who have contracted with SBBCC for three or more projects.

Services

S.B. Ballard Construction Company is headquartered in Virginia Beach, Virginia and offers a wide range of services, including but not limited to:

- Public-Private Partnerships / PPEA Projects
- Project Concept and Development
- Construction Management
- Design-Build
- General Contracting
- Sustainable Construction/Green Building
- Pre-construction
- Virtual Design Construction

40 Years in Business in Hampton Roads

$450 Million Worth of Multipurpose / Sports Facilities and Arenas

Extensive Nationwide Innovative Research

Detailed Planning with a Collaborative Team Approach

AECOM S.B. BALLARD CONSTRUCTION COMPANY SFA ADVISORY SFM MANAGEMENT

S.B. Ballard Construction Company | Design-Build Contractor

Local Experience

S.B. Ballard's accomplishments in Hampton Roads include some of the region's most important structures:

- Half Moone Cruise and Celebration Center
- Norfolk International Airport
- Kellam High School
- Norfolk State University's Campus Quad
- Over ten (10) projects at Old Dominion University
- Virginia Beach Seawall / Boardwalk
- Seven (7) Facilities for Tidewater Community College Campuses, as well as
- Five (5) new elementary schools in Norfolk, Virginia

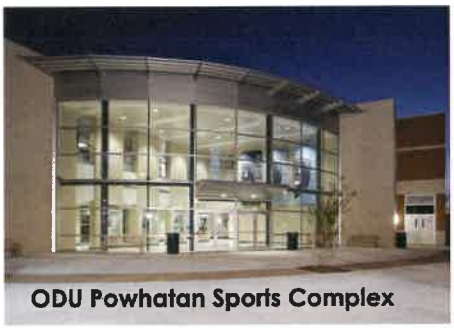
Athletics Experience

S.B. Ballard's true expertise lies in the Sports and Entertainment industry. The S.B. Ballard team has the passion, commitment, and vision to lead our highly-qualified proposed team in the design, construction, operation, and management of an indoor-sports facility in Virginia Beach, VA. Recent and ongoing Firm Representative Projects shown throughout our proposal include:

VSU Multiprurpose Center

Virginia Beach Arena

ODU Football Stadium


ODU Powhatan Sports Complex

ODU Recreation Center

ODU Ted Constant Center

Collaborative Approach

S.B. Ballard understands the importance of early program verification, working with the City and the end users, as well as involving the Operator and Specialty Engineers to ensure a high-quality final Virginia Beach Sports Center. SBBCC has built, and is currently building, over $450 million worth of multipurpose facilities and arenas. Our team has also visited and researched 17 arenas over the last 3 years. Our knowledge of site logistics, parking, lighting, point of sales etc., has allowed us to determine that the successful projects are the facilities with early program verification and early involvement with Management Companies/Operators and Branding Consultants. We are excited at the opportunity to work with AECOM and SFA & SFM in bringing this much-needed faclity to the Sports and Entertainment District at the Virginia Beach Oceanfront.

S.B. Ballard Construction Company | Design-Build Contractor

Proven Construction Team

SBBCC is confident in the ability and leadership of Johnny Johnson, Superintendent for the new Virginia Beach Sport Center. Mr. Littlefield will provide John with contract and scheduling assistance. Mr. Ballard will be the Project Executive providing guidance throughout pre-construction and construction.

Paul Littlefield, Project Manager, Johnny Johnson, Superintendent, and Mark Payne, Pre-construction Manager, have over 15 years' experience working together as a team. Together, they have completed the following projects:

Multipurpose Center, Virginia State University – Petersburg, Virginia
Student Recreation Center, Old Dominion University – Norfolk, Virginia
Powhatan Sports Complex, Old Dominion University – Norfolk, Virginia
Ted Constant Convocation Center, Old Dominion University – Norfolk, Virginia
Foreman Field Football Complex, Old Dominion University – Norfolk, Virginia
Langley Fitness Center – Langley Air Force Base, Hampton, Virginia

Completion Guarantees and Warranties

It is of singular importance to note that S.B. Ballard (SBBCC) has never missed a client's deadline for beneficial occupancy of a project. SBBCC has a long and un-compromised record of delivering projects on-time and within budget. For this major capital project, we have included the costs to secure 100% Payment & Performance Bonds for the full construction value of the entire project including design services. This will provide the City with the highest attainable level of security, guaranteeing that the work is completed in full accordance with the completion dates and contract values to be agreed to by the principal parties. As the Developer/General Contractor, SBBCC will be the sole source for all project construction and completion guarantees, bonds, and warranties.

Langley Fitness Center | Hampton, VA | Completed 2003
On-Time and On-Budget

S.B. Ballard Construction Company | Athletics Experience

Old Dominion University Student Recreation and Wellness Center
Norfolk, VA

Size of Project:
152,000 SF

Project Value:
$26,278,132

Completion Date:
December 2008

Owner's Name:
Old Dominion University

Architect:
Moseley Architects

Project Features:

- Grand lobby / entrance
- 3-court open gymnasium
- Floor hockey / indoor soccer court
- Elevated running track
- Mirrored aerobics / dance studios
- Tiered spinning studio
- 2-story climbing wall
- Natatorium
- Research / clinical laboratories
- Storage space
- Locker rooms
- Weight training and fitness space
- Upper level cardio balcony
- Juice bar with lounge
- Hosts athletic tournaments and camps

S.B. Ballard Construction Company | Athletics Experience

Old Dominion University Student Recreation and Wellness Center | pg. 2

Project Description:
The Student Recreation & Wellness Center embodies the mission of Old Dominion University by providing a cohesive and flexible space for students, faculty, and staff, and visitors to participate in activities as well as lead industry-changing research projects.

The project involved partial demolition of the existing field house and the creation of the 121,000-sq.-ft. state-of-the-art recreation facility built around an existing 31,000-sq.-ft. natatorium, which was renovated in phases.

The existing structure required light fixture replacements and mechanical system rehabilitation. Updated fire codes required changes to be phased into the new operational systems including new fire alarms, smoke detectors, and heat sensors.

The new structure includes a Movement Exercise Laboratory, Motion Analysis Laboratory, Applied Anatomy Laboratory, Human Performance Laboratory, Clinical Outcomes Research Laboratory, Motor Behavior Laboratory, and a Therapeutic Recreation Laboratory.

Interior design features and amenities include a central "main street" that connects and unifies all of the facility's major spaces. Along with the existing natatorium and locker rooms preserved from the former facility, the new center contains a two-story climbing wall, as well as, a three-court open gymnasium with an elevated running track. Other amenities include a weight training fitness space with an upper level cardio balcony; a juice bar with lounge; a built-in control station desk; mirrored aerobics/dance studios; a tiered spinning studio; racquetball courts; and a smaller multipurpose athletic court for floor hockey and indoor soccer.

The facility was constructed near the Powhatan Sports Complex (also constructed by SBBCC), adjacent to Powhatan Student Apartments and other student housing. This required strict safety procedures 24/7 and stringent planning to ensure student and public safety.

S.B. Ballard Construction Company | Athletics Experience

Ted Constant Convocation Center
Norfolk,VA

Size of Project:
219,330 SF

Project Value:
$33,537,394

Completion Date:
December 2002

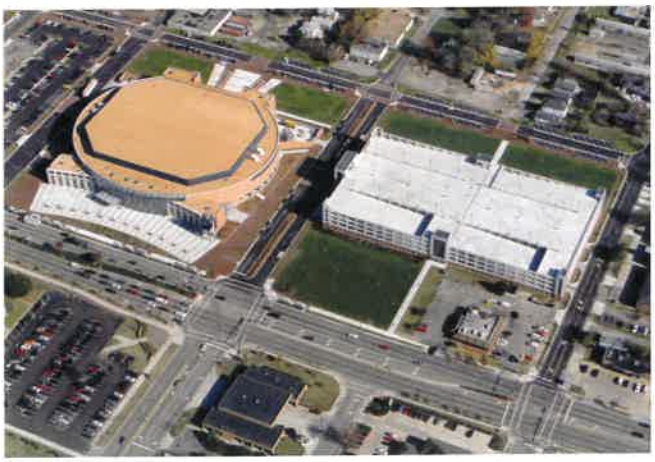
Owner's Name:
Old Dominion University

Architect:
Moseley Architects

Project Features:
- 9,520-seat arena
- 16 luxury suites
- Adjustable bowl capacity
- Retractable seating
- Control room
- Club area
- Concessions / Catering
- Storage areas
- 10,000 SF conference center
- Home and visitor locker rooms
- Main lobby
- 16-foot video display wall
- 35-foot tall colonnade
- Hosts national multi-day tournaments

S.B. Ballard Construction Company | Athletics Experience

Ted Constant Convocation Center | pg. 2



Project Description:
The Ted Constant Center is a 219,330 square foot, 2-story multi-level sports/entertainment/conference facility.

The center is a multi-use performance facility that accommodates a range of venues for the University and community, including concerts, lectures, vendor exhibits, banquets, men's and women's basketball and other venues, including graduation ceremonies. The bowl capacity can be downsized using a truss-mounted, movable curtaining system and retractable seating. Ample storage areas permit the portable basketball floor and furniture to be removed easily and stored for quick turnover between performances.

The facility contains 9,520 seats and also includes 16 luxury suites (on an upper concourse); a control room and club area (on the main concourse), a 10,000-square-foot conference center, a commissary, home and visitor locker rooms, and a main lobby (on the ground floor).

The "Ted" serves as a gateway to the University because of its prominent setting on a major urban, north-south thoroughfare in downtown Norfolk. It employs the campus palette of materials, thus visually extending the campus' influence across Hampton Boulevard. The "Ted" employs audio/visual display devices to communicate all facets of University life and history to the community and its students, including a 6-foot by 16-foot video display wall in the main lobby; a four-sided, 16-foot by 16-foot video scoreboard in the bowl; and a marquee tower with video displays on the main entry arcade. The main facade employs a 50-foot-high window, providing patrons a view toward the main campus, while displaying events from within to the public. A 35-foot-tall colonnade, which extends outward and opens to the community, intersects this glass facade. Entrances are provided on the west and east facades, providing access from the main campus and the new University Village.

S.B. Ballard Construction Company | Athletics Experience

Kellam High School
Virginia Beach, VA

Size of Project:
330,000 SF

Project Value:
$74,746,262

Completion Date:
January 2014

Owner's Name:
Virginia Beach City Public Schools

Architect:
HBA Architecture

Project Features:
- Gymnasium
- 748-seat auditorium
- Football and soccer stadium
- Track and field
- Football practice field
- Soccer practice field
- Two field hockey fields
- Baseball field
- Softball field
- Tennis court
- Sand volleyball courts
- Outdoor basketball courts
- Baseball and softball practice field
- Band practice field
- Dining facility for 750 students
- Full kitchen

S.B. Ballard Construction Company | Athletics Experience

Kellam High School | pg. 2

Project Description:
After awarded Virginia Beach's new Kellam High School replacement project, S.B. Ballard was responsible for bidding the job, selecting qualified bidders, viewing the site, making sure the soil reports were correct, analyzing the local weather conditions, building the schedule, and verifying minority participation was met. During the project, the team coordinated over 74 subcontractor firms and over 600 workers on a daily basis.

The project was initially $10M over the owner's budget and S.B. Ballard's estimating team was able to bring the project back into the owner's budget in less than a week without jeopardizing the performance and quality of the building.

The Council of Educational Facility Planners International named the building a "Project of Distinction," one of five new school buildings in the world to earn the honor in 2015. The architectural design of a high-quality learning environment coupled with a student-driven vision and environmentally-friendly features developed the basis for this prestigious award.

This diverse, complex project was finished three (3) months ahead of schedule and within budget through S.B. Ballard's hard work and dedication.

"S.B. Ballard's communication, organization, and safety are unparalleled and their experienced project team is among the best I have encountered. I believe the entire S.B. Ballard team is capable of constructing any type of project and will do so with the highest standards."

- Tony Arnold, P.E., Director
Facilities Planning & Construction
Virginia Beach City Public Schools

S.B. Ballard Construction Company | Design-Build PPEA Experience

Norfolk Public Schools Modernization Project
Norfolk, VA

Southside STEM Academy at Campostella

Richard Bowling Elementary School

Size of Project:

Southside STEM Academy	181,849 SF
Richard Bowling Elementary	101,074 SF
Larchmont School	92,958 SF
Ocean View Elementary	92,350 SF
Camp Allen Elementary	97,630 SF
Total	**561,814 SF**

Project Value:
Total of $130,000,000 (Approx.)

Owner's Name:
City of Norfolk / Norfolk Public Schools

Architects:
RRMM Architects
Waller, Todd & Sadler Architects

Completion Date:

Southside STEM Academy	May 2016
Completed 70 days ahead of schedule	
Richard Bowling Elementary	July 2016
Completed 14 days ahead of schedule	
Larchmont School	May 2017
Completed 29 days ahead of schedule	
Ocean View Elementary	Aug 2017
Completed 70 days ahead of schedule	
Camp Allen Elementary	In Progress

S.B. Ballard Construction Company | Athletics Experience

Norfolk Public Schools Modernization Project | pg. 2

Larchmont School

Ocean View Elementary

Camp Allen Elementary

Project Description:
S.B. Ballard has been awarded the contract to build five (5) schools for the City of Norfolk, totaling 561,814 SF. This project involved construction of these new facilities at 5 different locations. Work will take place in simultaneous phases that allows for the all five schools to be completed in a 4-5 year span.

The SBBCC Team is working with multiple architects on this project, but because of the similarities in design and materials, the Project Teams are able to apply lessons learned from one school to the next, with the guidance of Design-Build Contractor, SBBCC.

Our team provided a variety of recommendations through the constructability review that have produced substantial savings for the city of Norfolk.

Southside STEM Academy Gymnasium

Richard Bowling Gymnatorium

S.B. Ballard Construction Company | Athletics & Design-Build PPEA Experience

Wise County High Schools (Central H.S. and Union H.S.)
Wise County, VA | Big Stone Gap, VA

Size of Project:
254,000 SF New Construction
+ Demolition

Project Value:
$50,000,000

Completion Date:
January 2014

Owner's Name:
Wise County Public Schools

Architect:
RRMM Architects

Project Features:
Each 127,000-SF building includes an

- auditorium with capacity of 800 seats
- a gym with 1,500 seats
- three girls' locker rooms
- three boys' locker rooms
- 40 classrooms
- a modern media center
- an elaborate arts wing
- two new and fully equipped science labs
- Six computer labs
- wireless technology throughout the building
- enhanced surveillance and safety measures
- dining and kitchen space consisting of 22,215 square feet

S.B. Ballard Construction Company | Athletics & Design-Build PPEA Experience

Wise County High Schools | pg. 2

Project Description:
Central and Union High are identical buildings except for each school's color and mascot.

Each school site included complete site infrastructure, which included water distribution, storm drainage, storm retention/ detention, sanitary sewer, access roads to schools, parking lots for schools, sidewalks, curbs and gutters, building pads for each school, and extensive cut and fill of rock to install these items.

The construction of Central High School was initially delayed by the Owner due to multiple site selections. SBBCC offered to assist with the testing, analysis, and final selection of the site. This site selection process delayed the project by 5 months but SBBCC completed the project on-time and within budget.

We saved 3 months on the project schedule by expediting the foundations and the project team got "out of the ground" before cold weather hit. SBBCC had 7 excavators working: 5 of them focused on the foundations; dump trucks loaded with the spoils excavated from the footings and moved them to the new football field location to be used as fill. Mr. Littlefield and the project team recovered all of the months lost at no additional cost to the Owner.

Central High School

Union High School

S.B. Ballard Construction Company | City of Virginia Beach Experience

Oceanfront Seawall and Boardwalk
Virginia Beach, VA

Size of Project:
81,000 cubic yards of concrete
12 millions pounds of rebar
28-feet wide / 3-mile long
40 blocks of boardwalk construction
55 blocks of seawall construction

Project Value:
$53,427,826

Completion Date:
May 2000

Owner's Name:
City of Virginia Beach

Architect:
Army Corps of Engineers

Project Features:

- Today's Boardwalk is 28-feet wide and stretches three miles from 1st Street to 40th
- Entertainment is offered nightly during the summer months and four oceanfront stages at 7th, 17th, 24th, and 31st Streets provide live musical acts.
- Along the boardwalk there's a variety of outdoor restaurants and vendors offering bike and surrey rentals.
- Nautical sculptures adorn many of the side streets which lead to Atlantic Avenue.
- Tens of thousands of locals and vacationers visit the boardwalk every single day during the spring, summer, fall, and winter months.

S.B. Ballard Construction Company | City of Virginia Beach Experience

Oceanfront Sea Wall and Board Walk | pg. 2

Project History:
Built back in 1888, the boardwalk was actually made of boards or wooden planks that ran between 12th and 16th streets. In 1926, residents and visitors were delighted at the construction of a new, concrete boardwalk along the same time as the opening of the Cavalier Hotel in 1927.

In 1962, the famous Ash Wednesday Nor'easter produced 20–30 foot waves that crashed into the boardwalk, breaking up the concrete and taking away many sections of the walkways. Once we reached the 1990's plans for a seawall came together so the boardwalk would be protected against the powers of mother nature.

(Source: http://www.vabeach.com-virginia-beach-boardwalk/)

Project Description:
This was a unique, four-phased project consisting of 55 blocks of a new seawall, 40 blocks of a new boardwalk, and a bikepath on the Virginia Beach Oceanfront. S.B. Ballard served as General Contractor on all phases of this project. The Seawall and Boardwalk were constructed of metal sheet pile, concrete, and reinforcing steel, with approximately 60% of the work completed by S.B. Ballard's own forces. The project also included a storm drain system.

The project took many weeks of demolition and more than 125,000 truckloads of sand and 157 million pounds of sheet pile. At the end of it all, about 12 million pounds of rebar and 81,000 cubic yards of concrete were used to create the new boardwalk that now stretches between 40th street and Rudee Inlet.

The most notable and impressive fact about this project was that the construction was performed at the Virginia Beach Oceanfront, in both a resort area filled with revenue generating hotels and businesses, and an exclusive residential area where homes along the Oceanfront are valued at millions of dollars. S.B. Ballard takes great pride in our role of redeveloping and helping maintain a profitable, safe, year-round resort in the great City of Virginia Beach.

Virginia Beach Boardwalk | 1912

This project had an enormous economic impact on the region and allows for many athletic and entertainment events. Examples include the National Sand Soccer Tournament and the Patriotic Festival.

S.B. Ballard Construction Company | City of Virginia Beach Experience

Housing Resource Center
Virginia Beach, VA

Size of Project:
63,500 SF

Project Value:
$16,998,000

Completion Date:
In Progress

Owner's Name:
City of Virginia Beach

Architect:
Waller, Todd & Sadler Architects

Project Features:
- 3-story building
- 4.03 acre site
- Medical clinic
- Offices
- Apartments
- Emergency shelter dwelling units
- Classrooms
- Dining hall
- Commercial Kitchen
- Support Spaces

AECOM

AECOM | Architect/Engineer

Connected expertise. Innovative solutions. Transformative outcomes.

Our History

Twenty-five years ago, AECOM was formed when a handful of Ashland Inc. employees shared a dream of creating an industry-leading firm dedicated to making the world a better place. On April 6, 1990, AECOM became an independent company formed by the merger of five Ashland entities.

While our official founding was in 1990, some of our predecessor firms had distinguished histories dating back more than 110 years. Since then, more than 50 companies have joined AECOM and, in 2007, we became a publicly traded company on the New York Stock Exchange (NYSE: ACM). During 2014, our combination with URS Corporation was a game changer for the industry, more than doubling our revenue and workforce, furthering our status as the world's #1-ranked engineering design firm by revenue, according to Engineering News-Record magazine.

In 2015, we were recognized by Fortune magazine for the first time as a World's Most Admired Company. Today, listed on the Fortune 500 as one of America's largest companies, AECOM's talented employees—including architects, engineers, designers, planners, scientists and management professionals—now serve clients in more than 150 countries around the world.

We are a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public- and private-sector clients. We are a leader in all of the key markets that we serve—including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government—and provide a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of our clients' projects.

$17.4B

Revenue for 12 months ended November 2016

150

Offices in 150 countries and approximately 90K employees

#1

In *Engineering News-Record's* "Top 500 Design Firms" for the 6th consecutive year

90K

Employees worldwide

2017

Among *Fortune* magazine's 2016 "World's Most Admired Companies"

AECOM | Architect/Engineer

Delivering Best-in-Class Sports Architecture

AECOM's sports + venues practice is acclaimed worldwide for high-performance athletic facility planning and design, and consistently ranked #1 in sports by *Engineering News-Record* (ENR). We have encountered many trends and transitions in the 40+ years we have been planning and designing arenas; this experience gives us focus and expertise to provide exceptional, functional, cost-effective and forward-thinking solutions. In fact, our record includes 34 collegiate arenas, 14 NBA arenas, 12 civic arenas and 10 NHL/AHL arenas designed for basketball, hockey and a range of touring shows.

Our sports design studio brings together fans, athletes and sponsors through the design, planning and program management of iconic, energizing venues that are well crafted, technically sophisticated and designed to maximize revenue. We work collaboratively with civic, professional and collegiate sports clients to crystallize their project vision, express the unique spirit of their team and community and further build brand loyalty. Together, we create arenas to which fans love to return.

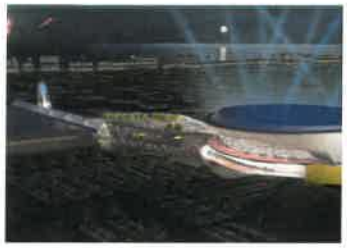
Our services include:

- Architecture
- Building engineering
- Cost consulting
- Economics
- Environment + sustainability
- Landscape design + planning
- Master planning
- Sustainability
- Bridging documents
- Construction administration

AECOM Architectural design for 160+ teams coast to coast

AECOM | Architect/Engineer

Record of Success Supporting Virginia Sports Projects



Virginia Beach Entertainment + Sports Arena

Virginia Beach, VA
Completed: In Progress
Architect: AECOM

Iconic new 18,000-seat multipurpose entertainment + sports venue for a diverse range of events + activities.

Virginia State University, Multipurpose Center (Wellness + Conference Center)

Petersburg, VA
Completed: 2016
Architect: AECOM

New state-of-the-art multipurpose arena for basketball and campus events + activities.

University of Virginia, John Paul Jones Arena + Practice Facility

Charlottesville, VA
Completed: 2006
Architect: AECOM

Multipurpose arena with two NBA-quality practice courts, coaches' offices, support facilities and locker rooms.

Old Dominion University, Mitchum Basketball Performance Center

Norfolk, VA
Completed: 2017
Architect: AECOM

New basketball practice facility with a practice gym, locker + shower rooms, team offices and player spaces.

Old Dominion University, S.B. Ballard Stadium Expansion + Renovation

Norfolk, VA
Completed: 2008
Architect: AECOM

New end zone building housing private suites, exterior club seating, interior + exterior club lounge spaces and new locker room.

Old Dominion University, Powhatan Sports Complex (L.R. Hill Sports Complex)

Norfolk, VA
Completed: 2009
Architect: AECOM

Multiuse sports center for football, lacrosse and field hockey.

Potomac Nationals Ballpark

Woodbridge, VA
Completed: In Progress
Architect: AECOM

Design services for a new 5,000 seat ballpark for the Single-A minor league team of the Washington Nationals.

Richmond Flying Squirrels Diamond Renovation Study

Richmond, VA
Completed: 2015
Architect: AECOM

Conceptual plan to transform the 30-year old stadium into a state-of-the-art facility.

AECOM | Architect/Engineer

Award-winning Sports Design

01 Golden 1 Center, Sacramento Kings
- 2017 Sports Business Awards Facility Of The Year
- 2017 ENR California Best Project in Sports / Entertainment Category
- 2017 AIA Central Valley Regional Recognition Award
- 2017 American Council of Engineering Companies 2017 Engineering Excellence Awards, Grand Award
- 2017 American Architecture Award, The Chicago Athenaeum: Museum of Architecture and Design and The European Centre for Architecture Art Design and Urban Studies
- 2017 Golden State Award Winner by the American Council of Engineering Companies, California
- 2017 Sacramento Section of the ASCE, Architectural Project of the Year
- 2017 Sacramento Section of the ASCE, Project of the Year
- 2017 IIDA Mid-America Design Awards, Gold in Sports & Recreation
- 2016 American Council of Engineering Companies (ACEC) California Honor Award winner
- 2016 First LEED Platinum Certified Indoor Arena in the World
- 2016 Special Mention in the Architizer A+Awards for the Stadium/Arena category

02 McKale Memorial Center Improvements, University of Arizona
- 2015 ENR Southwest Best Project for Sports/Entertainment

03 Basketball Practice Facility, Los Angeles Lakers
- 2015 AIA Kansas City Concept Citation Award

04 John Paul Jones Arena, University of Virginia
- 2009 Gold Award Winner, Brick in Architecture

05 Barclays Center at Atlantic Yards, Brooklyn Nets
- 2013 Sports Facility of the Year, Sports Business
- 2013 AIA National Citation Award
- 2013 AIA New York Honor Award
- 2013 Arena of the Year, Pollstar
- 2013 AISC Innovative Design in Engineering and Architecture with Structural Steel Award
- 2012 Best New Major Concert Venue, Pollstar
- 2012 Building of the Year Award, Architizer A+

06 CHS Field, St. Paul Saints
in collaboration with Snow Kreilich Architects and Ryan A+E
- 2016 AIA National Institute Honor Award
- 2016 AIA Minnesota Honor Award
- 2015 AIA Kansas City Project of the Year Award
- 2015 AIA Kansas City Architecture Honor Award
- 2015 Best New Ballpark, Ballpark Digest

07 Mercedes-Benz Superdome, New Orleans Saints
- 2013 Best Downtown Public Works Project, Downtown NOLA Awards

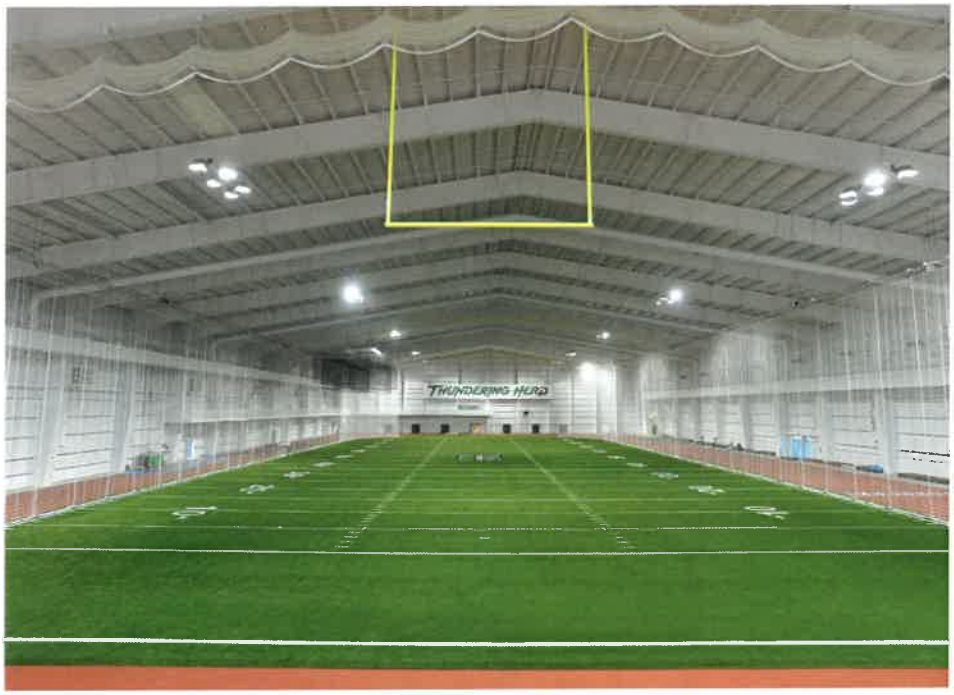
08 Mayo Clinic Square Training Center, Minnesota Timberwolves + Minnesota Lynx
- 2015 Award of Excellence, National Association of Industrial and Office Properties (NAIOP)

09 Matthew Knight Arena, University of Oregon
- 2012 CISCA Construction Excellence Award for Acoustical Solutions
- 2011 Excellence in Concrete Award, Oregon Concrete and Aggregate Producers Association (OCAPA)

AECOM | S.B. BALLARD CONSTRUCTION COMPANY | SFA SFM

AECOM | Athletics Experience

Marshall University, Chris Cline Athletic Complex Huntington, WV



"AECOM has been a great partner throughout the project. Starting with concepts right through design and construction, they have been accessible, reliable, and vigilant to our needs and our success."

—Mike Hamrick, Director of Athletics, Marshall University

AECOM provided architectural and engineering services for a new 140,000 SF indoor sports center that will provide state-of-the-art facilities for the University's student-athletes.

The Indoor Athletics Facility is a 107,000 SF building housing a full 100-yard football field, a 300-meter NCAA competition-level running track, floor pits for multiple Olympic field events, and seating for 1,000 spectators. The indoor space can be divided with a series of nets that hang from the roof structure and can be raised and lowered at the touch of a button to allow multiple sports programs to use the facility at once in a comfortable and safe manner. Two mezzanine levels provide elevated viewing space overlooking the practice area and connect directly into the adjacent student-athlete academic center recruiting room.

At the heart of the new complex is a Sports Medicine Translational Research Center that is home to an interdisciplinary research program partnering the kinetic research departments with the similar needs efforts of the athletic trainers. The vision was to create a place where research scientists from the Schools of Medicine, Pharmacy, Physical Therapy, Kinesiology, and Athletic Training can share resources and findings in the contemporary environment of collegiate athletics. The facility includes human performance specialists, sports psychologists, neuroscientists, and cognitive scientists all focused on the singular goal of optimizing human capabilities.

Located upstairs above the Sports Medicine Translational Research Center, the Student-Athlete Academic Center provides 12,000 square feet of space dedicated to academic support for Marshall student-athletes. The center includes two computer labs, a classroom, a theater with stadium-style seating, multiple private tutoring rooms for a variety of different group sizes, and offices for Marshall Academic staff. AECOM designed the center as a wide open collection of spaces with maximum visibility from room to room

AECOM | Athletics Experience

Marshall University, Chris Cline Athletic Complex | pg. 2

to encourage tutoring and facilitate collaboration between student and advisor, as well as among students themselves.

In addition to the sports medicine component, indoor practice facility, and academic success studio, the facility also includes a hall of fame highlighting Marshall University achievements.

Size of Project:
140,000 SF

Project Value:
$16,800,000

Completion Date:
September 2016

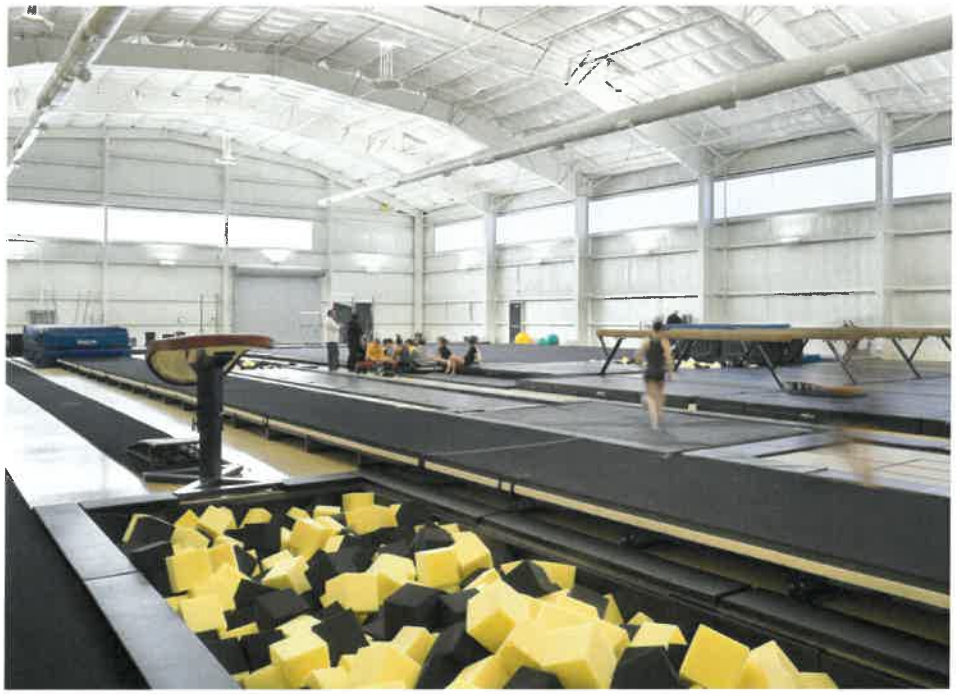
Owner's Name:
Marshall University

Architect:
AECOM

Project Features:
- Can be configured for multiple sports to use comfortably and safely at the same time
- Designed as a wide-open collection of spaces with maximum visibility
- Includes practice field, track, academic space, sports medicine, hall of fame

AECOM | Athletics Experience

University of Missouri, Gymnastics + Dance Practice Facility
Columbia, MO



AECOM developed the Dance and Gymnastics facility to be the home practice facility for the University's Golden Girls Dance and Varsity Gymnastics Teams. The facility contains individual home team suites on par with the best in the nation. Each locker room has custom programmed and designed lockers specifically tailored to the unique needs of these two programs.

The facility supports daily practice and training needs with a shared aerobic training room and athletic treatment suite, which includes supplemental hydrotherapy capabilities. The teams have access to common toilet and shower facilities that feature a spray tan booth critical to each program. Individual office suites for the respective programs are located adjacent to the team suites to facilitate efficient and direct communication with the student athletes.

The facility is located within close proximity to Faurot Field to accommodate the frequent movement to and from the football game day, which is crucial to the function of the Golden Girl's performances.

Size of Project:
26,000 SF

Project Value:
$4,500,000

Completion Date:
October 2011

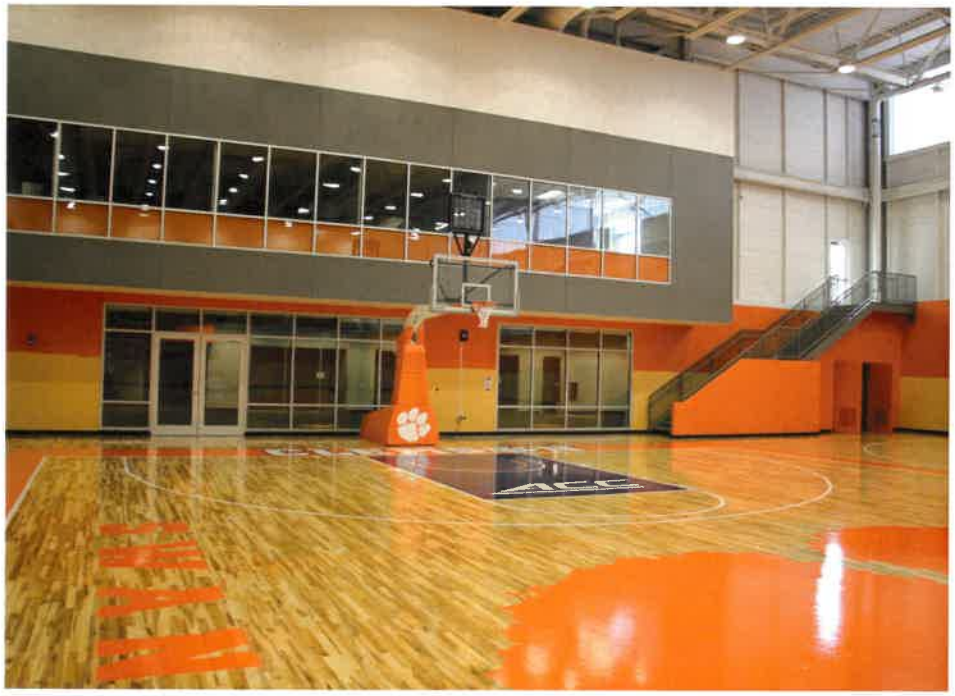
Owner's Name:
University of Missouri

Architect:
AECOM

Project Features:
- Practice facility
- Aerobic training room
- Athletic treatment suite + hydrotherapy
- Office suites

AECOM | Athletics Experience

Clemson University, Swann Pavilion
Clemson, SC



Swann Pavilion promises to elevate the student-athlete experience for the men's and womens' basketball programs at Clemson University. Providing an all "under one roof" efficiency, the new basketball practice + operations facility creates best-in-class spaces to train, rehabilitate, work, study and relax.

The new facility is directly connected to the renovated Littlejohn Coliseum and includes a new practice court; three shooting courts; new strength, conditioning and nutrition spaces; an athletic medicine suite; new locker rooms, lounges, coaches offices, recruiting rooms and program lobbies; and first-of-their-kind "front porches" for outdoor programming, entertaining and campus connectivity.

Size of Project:
55,700 SF

Project Value:
$17,800,000 (Approx.)

Completion Date:
September 2016

Owner's Name:
Clemson University

Architect:
AECOM

Project Features:
- Practice court + three shooting courts
- Strength + conditioning space
- Athletic medicine suite
- Locker rooms
- Offices

AECOM | Athletics Experience

Old Dominion University, Mitchum Basketball Performance Center Norfolk, VA

AECOM, in partnership with Clark Nexsen, recently completed the planning, design and construction administration services for Old Dominion University's new Mitchum Basketball Performance center. The facility serves the University's men's and women's basketball programs and contains a practice gym, associated locker and shower rooms, team offices and player spaces.

The project was built on the vacant lot at the north side of 43rd Street and Monarch Way, immediately adjacent to the Ted Constant Convocation Center. The project site is bounded to the north by the plaza immediately west of the Constant Center and to the east and south by the right-of-way for 43rd Street and Monarch Way. This is a tight, urban site and the set-back requirements are consistent with the adjacent development in the University Village. In addition, major fiber optic infrastructure runs along the east side of the site, which necessitated careful evaluation of design options.

Size of Project:
24,000 SF

Project Value:
$6,500,000

Completion Date:
February 2017

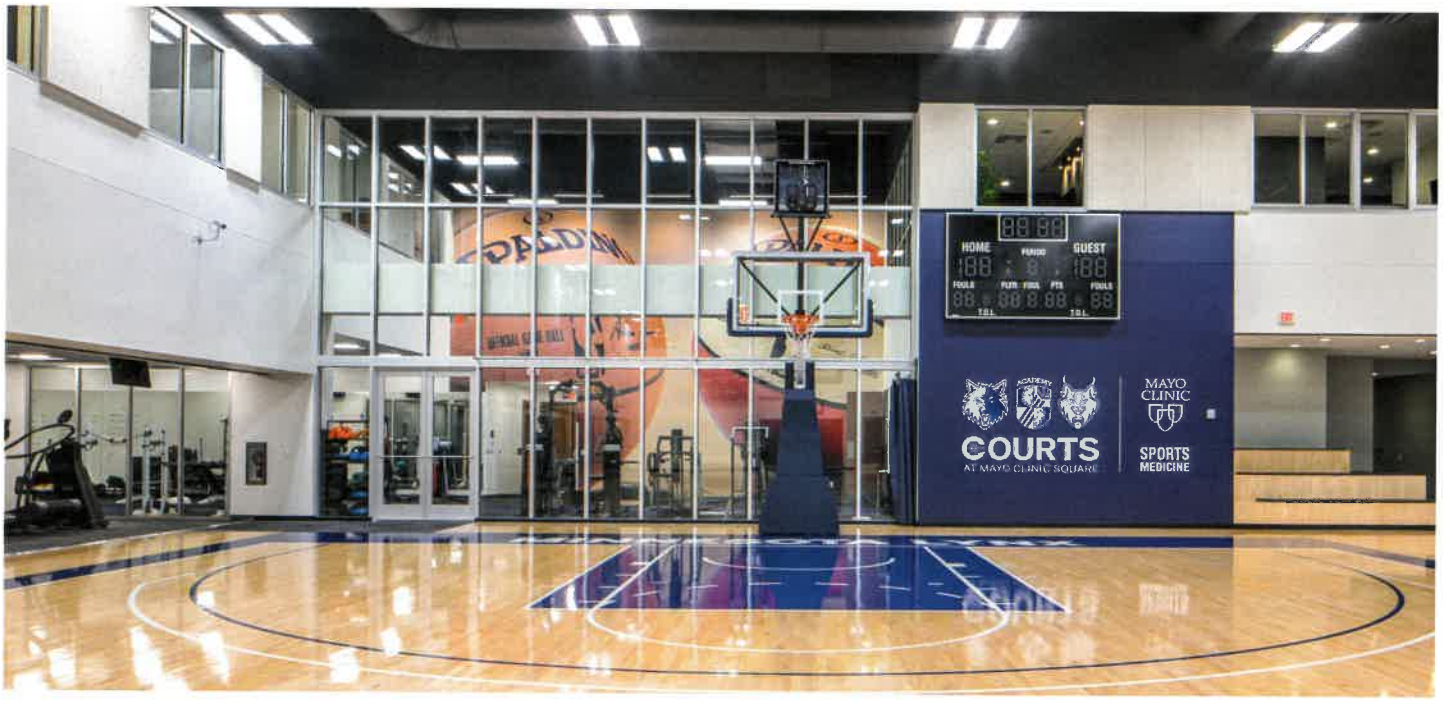
Owner's Name:
Old Dominion University

Architect:
AECOM / Clark Nexsen

Project Features:
- Practice gym, associated locker and shower rooms, team offices and player spaces

AECOM | Athletics Experience

Minnesota Timberwolves, Mayo Clinic Square Training Center Minneapolis, MN



Hailed as the gold standard of NBA practice facilities, the new Mayo Clinic Square Training Center is located in downtown Minneapolis, directly adjacent to the Target Center—the Minnesota Timberwolves' home court. The new facility is a renovation of an existing under-used movie theater and entertainment development located on the city's famed Skyway system. In addition to housing the team's spaces, the organization has partnered with the legendary Mayo Clinic in developing an adjacent sports medicine clinic that will provide expert treatment to the teams. This extraordinary arrangement has resulted in the re-christening of the development as the Mayo Clinic Courts.

The facility houses the NBA's Timberwolves, the WNBA's Lynx and the front offices of both franchises, all under one roof. This reflects the teams' dedication to being one, united organization. The front office spaces are located adjacent to, and looking into, the practice courts. Social spaces are designed to allow all members of the organization to come together in one place.

The core of the facility provides the best player training experience in the NBA. Two full-sized courts with eight additional shooting goals and wide run-off on all sides of the court are at the heart of the building. On-court video connection to coaches' video system is built into the surrounding walls. State-of-the-art training, hydrotherapy and weight facilities look into the courts, while comfortable locker, shower and lounge spaces for both the Timberwolves and the Lynx are just steps away. Secure covered parking and private facility access are provided for both teams. Integrated coaching, video and classroom spaces—specialized for the needs of both teams—are incorporated into the facility.

The facility displays a contemporary urban style, reflecting nearby downtown warehouse buildings while acknowledging the deep Minnesota connection to the outdoors, splashing wood highlights and other natural materials throughout.

AECOM | Athletics Experience

Minnesota Timberwolves, Mayo Clinic Square Training Center | pg. 2

The team engages the public at the Skyway level with a new team store and interactive displays. A public lobby is located at the Court level above, providing a direct view onto the practice court. Media broadcast facilities are also located in this space to allow the public the chance to watch interviews being conducted in person. The team also reaches out to the community by providing facilities for youth basketball to play on the courts, with a dedicated parents' viewing suite located above the court.

Size of Project:
103,000 SF

Project Value:
$38,000,000

Completion Date:
May 2015

Owner's Name:
Minnesota Timberwolves

Architect:
AECOM

Project Features:
- Two full-sized courts + Eight shooting goals
- Offices, training, hydrotherapy and weight facilities, locker rooms, lounge spaces

AECOM | Athletics Experience

University of Memphis, Basketball Practice Facility
Memphis, TN

AECOM assisted the University of Memphis in a feasibility study and conceptual design of a new basketball practice facility. The University of Memphis men's basketball team has one of the country's top programs. AECOM provided concepts and renderings that reflect their program's tradition and will allow the athletics department to turn their vision into reality.

The facility will be the practice home for both the men's and women's basketball teams and will provide equal space and amenities for both programs. A hall of fame and interactive spaces will showcase the University of Memphis tradition. The facility also features program space for academics, training, and meeting areas.

AECOM completed the study in 2012 and began full architectural design in 2015.

Size of Project:
62,000 SF

Project Value:
$17,000,000 (Estimated)

Completion Date:
Ongoing

Owner's Name:
University of Memphis

Architect:
AECOM

Project Features:
- Practice courts
- Hall of fame
- Academics, training + meeting spaces

AECOM | Athletics Experience

University of Miami, Football Practice Facility
Coral Gables, FL

AECOM has been working with the University of Miami on improvements to their football operations facilities since our renovation and expansion of the Schwartz Center completed in 2013. We have recently begun work on the next generation of improvements to Hurricane Football with the addition of an Indoor Training Facility.

Connected to the Schwartz Center, the new Indoor Training Facility will provide indoor practice and training space for both inclement weather days and to expand the capabilities of Miami's Sports Performance facilities. Timed to align with the next generation of Miami Football, the complex will feature expanded and updated football meeting facilities, an expanded weight room, sports nutrition and enhancements to the adjacent outdoor practice fields.

Located at the heart of the athletics complex and on the edge of Coral Gables, the design of the indoor facility will blend the South Florida aesthetic with the existing identity of the football operations facility to seamlessly bridge the two communities. AECOM has completed concept design phase services and the project is currently in fundraising.

Size of Project:
90,000 SF

Project Value:
$34,000,000 (estimated total project cost)

Completion Date:
Ongoing

Owner's Name:
University of Miami

Architect:
AECOM

Project Features:
- Indoor practice facility with 65-yard field with two 10-yard end zones (85 yards total)
- Meeting facilities, weight room + sports nutrition

Sports Facilities Advisory & Sports Facilities Management | Operating Group

Company Overview

Sports Facilities Advisory, LLC (SFA) partnering with Sports Facilities Management, LLC (SFM) to transform the sports industry through enterprise level program planning, financial forecasting, financing services, and proven management that supports the requirements of today's financing sources. Working as team, SFA and SFM serve government clients and private developers and have overseen the successful planning and opening of today's most notable and successful facilities. If you are planning a new center, attempting to evaluate your opportunities, or currently own facilities that you wish to optimize, SFA and SFM are perfectly suited to support your goals.

Since SFA's founding in 2003, we have produced the funding documents, feasibility studies, program plans, construction and start-up budgets, and management plans for a portfolio of projects totaling more than $7 billion in sport, recreation, fitness, and entertainment venues.

SFM's management services include full time and management consulting services which improve current operations and provide public and private owners with enterprise level marketing, events booking, membership sales, sponsorship sales, operations management, bookkeeping, human resources, legal/risk management, and much more. SFM Managed venues have hosted more than 50 million visits in the past 3 years.

We are deeply connected throughout communities and sports industry, which allows our clients to take advantage of unique offerings, and provide our team with the broad perspective needed to help our clients make good decisions. From master and strategic planning to financing and successful operation, our team and our network creates opportunities that far exceed anything else available in today's highly competitive sports landscape.

We recognize that every project is unique and that our role for each project includes teaming with others. That's why we are built for collaboration. Unlike more narrow practices, SFA and SFM work across a very broad range of sports. From traditional sports and tournament destinations to entertainment venues, adventure and action sports, water sports, and all types of endurance events, we have analyzed and led developments in nearly every sector and in locations around the world. This means that when you speak with SFA or SFM you are also directly connecting with the national governing bodies, best vendors, designers, financiers, and skilled operators from around the world.

Sports Facilities Advisory & Sports Facilities Management | Athletics Experience

ROCKY TOP SPORTS WORLD

Gatlinburg, TN

City of Gatlinburg & Sevier County Economic Development Council Tennessee

Date of Performance: July 2012- Currently Full-time Managed

SFA | SFM's Role: The initial market analysis and community needs/demand assessment phase included SFA's typical process of strategic planning, key stakeholder and user group interviews. Discussions involved key decision-makers related to the program plan (facilities, parking, sports surfaces, lighting, concessions, and other specifics), the financing structure, the operating and management model, main and ancillary revenue-generating business units, and site analysis. SFA's work also included a detailed financial forecast and economic impact analysis, an organizational and reporting structure chart, an organizational and management development timeline, and onsite presentations.

The City/County collective then contracted SFA's management entity – Sports Facilities Management (SFM) – to become the full-time management entity for this sports tourism destination. Following the thorough recruiting and staffing process to fill out the management team, SFM then embarked upon the very successful pre-opening marketing campaign. SFM's Leadership Team met its year one booking objectives three months prior to the August 2014 Grand Opening. Year one forecasted economic impact to be $10M; the actual year one economic impact was $17M. Year one also forecasted 26 events; actual booked and delivered events were 46 in total.

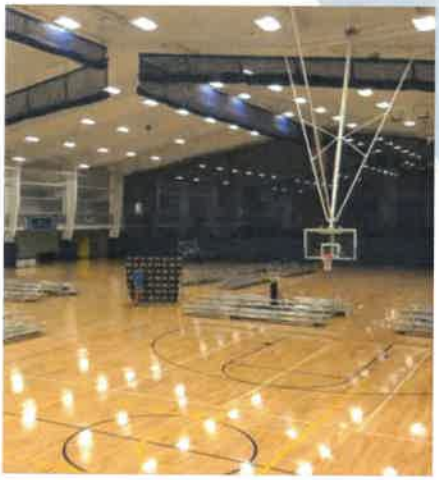
Scope of Work:

- Market Study
- On-Site Planning & Strategy Meetings
- Public Surveys & Outreach
- Stakeholder & User Interviews
- Development of Financial Forecast
- Economic Impact Analysis
- Organizational Chart
- Pre-Opening Development
- On-Site Presentations
- Management Plan
- Full Suite of Pre-Opening Initiatives
- Full time management

Sports Facilities Advisory & Sports Facilities Management | Athletics Experience

MYRTLE BEACH SPORTS CENTER

Myrtle Beach, SC



Date of Performance: March 2013- Currently Full-time Managed

SFA | SFM's Role: The initial market analysis and community needs/demand assessment phase included SFA's typical process of strategic planning, key stakeholder and user group interviews, and involved discussions with key decision-makers related to the program/activity plan (facilities, parking, sports surfaces, lighting, concessions, and other specifics), the financing structure, the operating and management model, main and ancillary revenue-generating programs, and site analysis.

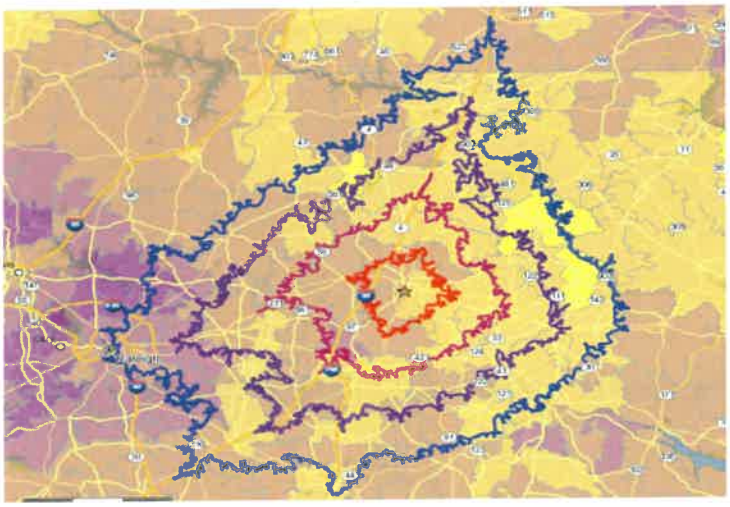
SFA's work also included a detailed financial forecast and economic impact analysis, an organizational and reporting structure chart, an organizational and management development timeline, and on-site presentations. The City then contracted SFM for a full suite of pre-opening services, including a Pre-Opening Development Plan & Timeline as well as the setup and implementation of management and operating systems for the complex and the business. This led to a Full-Time Management agreement.

Scope of Work:

- Market Study
- On-Site Planning/Strategy Meetings,
- Site Tours Stakeholder/User Interviews
- Development of Financial Forecast,
- Economic Impact Analysis
- Organizational Chart
- Pre-Opening Development Plan/Timeline
- On-Site Presentations
- Full Suite of Pre-Opening Initiatives
- Full-Time Management

THE ROCKY MOUNT DOWNTOWN COMMUNITY CENTER

City of Rocky Mount, NC



Date of Performance: December 2014- Current

This facility will encompass 8 basketball courts/ 16 volleyball courts, family entertainment, over 15,000 square feet of meeting space, an arena that seats just under 5000 and the ability to host basketball and volleyball tournaments, concerts, trade-shows, and other ticketed events. This facility is projected to be open in the first quarter of 2017.

SFA | SFM's Role: SFA was contracted to provide a market and feasibility analysis, as well as putting together the detailed financial forecast and economic impact analysis. SFA also provides consulting and advisory services throughout the capital acquisition phase and serves as the owner's representative for design and facility layout.

Scope of Work:

- Market Study
- On-site Planning/ Strategy Meetings
- Development of Financial Plan and Forecast
- Economic Impact Analysis
- Design and Facility Layout

Sports Facilities Advisory & Sports Facilities Management | Athletics Experience

UPWARD STAR CENTER

Spartanburg, SC

Date of Performance: April 2012- Current

SFA | SFM's Role: In the first scope of work, SFA completed a market analysis and demand analysis, facilitated a round of strategic planning sessions with organizational leaders and key stakeholders, and conducted interviews with existing and potential program directors. Next, SFA outlined the recommended facility program to support the anticipated programming; created construction and start-up cost estimates, and produced a full set of financial and facility utilization projections. Finally, SFA presented the results of the study and projections to the Upward Sports executive team and Board of Directors.

In the second phase, SFA worked with Upward to analyze a set of scenarios related to the purchase of existing buildings versus new construction, phased developments, etc. When the final decision was made for new construction of an indoor/outdoor model, SFA was engaged for a third scope of work to assist in design services by working with the design-build team and support the vendor selection and equipment procurement processes. In the fourth phase of work, SFA led pre-opening development for The Star Center by creating the pre-opening timeline and executing on the processes, including hiring, business development, financial development, marketing, program development, and staff training. Today, SFM supports with management consulting services to ensure the ongoing development of people, programs, and business practices.

Scope of Work:

- Market Study
- Planning & Strategy Meetings
- Site Tours
- Stakeholder & User Group Interviews
- Development of Financial Forecast
- On-Site Presentation
- Supplemental Financial Forecasts
- Design Consultation
- Vendor Procurement and Purchasing Support
- Pre-Opening Timeline Development
- Pre-Opening Management Services
- Asset Management

Sports Facilities Advisory & Sports Facilities Management | Athletics Experience

ROUND ROCK SPORTS COMPLEX

Round Rock, TX

Date of Performance: August 2012- current

SFA | SFM's Role: SFA completed its typical market analysis and community needs/demand assessment process, including planning/strategy meetings with the City, key stakeholder and user group interviews, review of multiple design concepts, and presentations to the City regarding early-stage findings and recommendations. Next, SFA analyzed the feasibility of this community asset for the City, while also providing recommendations related to financial performance, best use, and an optimal program plan. SFA also assessed the economic impact for the community. SFA was then engaged by the City in an Asset Management role to assist with pre-opening initiatives, Grand Opening, and ongoing management and operations oversight. The 82,800 square foot facility opened in Winter 2013 and features 6 basketball/12 volleyball courts and 9 multi-purpose rooms.

Scope of Work:

- Market Study
- On-Site Planning/Strategy Meetings
- Site Tours Stakeholder/User Interviews
- Development of Financial Forecast
- Economic Impact Analysis
- Feasibility Study
- On-Site Presentations

Sports Facilities Advisory & Sports Facilities Management | Athletics Experience

HOOVER SPORTS DEVELOPMENT

Hoover, AL

Date of Performance: May 2016– Present

Home of the SEC baseball tournament, this well-established sports venue is growing to include an indoor fieldhouse with multiple court options, outdoor fields, tennis courts, & more. The project also includes an RV park, splash pad, 10,800 person stadium, and a pro shop.

SFA | SFM's Role: The City of Hoover contracted SFM for a full suite of pre-opening services, including a Pre-Opening Development Plan & Timeline as well as the setup and implementation of management and operating systems for the complex. This led to a Full-Time Management contract for the first five years of operation which includes marketing, sponsorship and advertising sales and work with City officials.

Scope of Work:

- Pre-Opening Development
- On-Site Presentations
- Management Plan
- Full Suite of Pre-Opening Initiatives
- Full-Time Management

Sinclair Pratt Cameron, P.C. | Structural Engineer

About Us: Since 1985, Sinclair Pratt Cameron, P.C. (SPC) has successfully provided structural engineering services for a broad range of project types such as medical and sports facilities, large-scale warehouse and manufacturing facilities, multi-story office buildings, retail centers, religious and educational facilities, multi- and single- family residential projects, and municipal, state, and federal government projects.

Services: We offer structural consulting to Architects, Contractors, and Owners from conception to completion delivering a high quality, cost effective and constructible product. We hold professional registration in fifteen states and we are qualified to pursue registration nationwide.

Our construction documents can be delivered for all phases of construction including new construction, remodeling of existing structures, additions to existing structures, and phased construction projects.

SPC delivers construction documents for all types of projects (competitive bid projects, design-build and design-bid-build, teaming projects, new and phased construction, renovations, additions, historic, and fast-track projects) including:

- Amusement ride foundations
- Awning framing designs & certifications
- Cofferdams
- Construction crane foundations
- Emergency responses "in the field"
- Expert witness
- Forensic investigations
- Light pole foundations
- Marine construction including bulkheads & piers
- Pre-engineered building foundation designs
- Roof top equipment certifications
- Self-storage facility designs
- Sign foundation designs
- Shoring design
- Special inspections services
- Structural condition reports
- Structural design for custom homes
- Structural hardening for anti-terrorist design
- Tilt-up precast concrete wall design
- Value engineering studies

CERTIFIED SWaM Small, Women and Minority-Owned
Supplier Diversity Strengthens the Commonwealth
by the Virginia Department of Minority Business Enterprise

Certifications:
SWaM Certified as a **Small Business** #654023

Principal Contacts:
W. Carter Sinclair, P.E.
wcs@spc-eng.com
Chris Sterne, P.E.
cds@spc-eng.com

NAICS Codes: 541330, 541350, 541340
NIGP Codes: 92588-Structural Engineering; 91842-Consulting Engineering

YMCA Granby, Norfolk

Ocean Sky Retail, Virginia Beach

LifeNet Health, Virginia Beach

Sinclair Pratt Cameron, P.C. | Structural Engineer

What Our Clients Say

"SPC is our Structural Engineering firm of choice. The principals and staff are all personable and a pleasure to work with. They treat each project like it is the most important and their engineering solutions are cost effective and sensible, thus saving our clients money and time during construction." -John Covington, AIA: Covington Hendrix Anderson Architects

"SPC's experience and innovative thinking was crucial to meeting our schedule. Their attention to detail and coordination helped avoid conflicts and delays during construction. It is always a pleasure to work with the SPC staff, and I look forward to working together on many projects in the future." -Larry Ramsay, LEED AP: Hourigan Construction

Recent Projects of Interest

- APM Terminals Transfer Platform, Norfolk, VA
- Atlantic Leachate Treatment Plant, Waverly, VA
- Cavalier Residences, Virginia Beach, VA
- Chesterfield Fire Station, Chesterfield, VA
- Green Flash Brewery, Virginia Beach, VA
- Hampton Roads Executive Airport Replacement Hangar, Chesapeake, VA
- Hampton University Student Success Center, Hampton, VA
- LifeNet Health Services, Virginia Beach, VA
- Obici Marketplace, Suffolk, VA
- Perdue Tank Repair, Accomack, VA
- Priority Toyota Dealership, Chesapeake, VA
- Pump Stations throughout Hampton Roads, VA
- Smithfield Foods - Catwalks, Compactor Dock, Condenser Support Modifications, Grain Tank Foundation, Mezzanines, Cooler & Support Renovations, Rails, Mechanical Units, Smithfield, VA
- Solace Apartments, Virginia Beach, VA
- Starbuck's Coffee, Colonial Avenue, Norfolk, VA
- Stihl Incorporated, Virginia Beach, VA
- Surry Rescue Squad and Emergency Center, Surry, VA
- YMCA of Currituck, NC, Princess Anne, and Suffolk, VA

Solace Apartments, Virginia Beach

Smithfield Foods (coolers and supports) Smithfield

Chesterfield Fire Station, Chesterfield

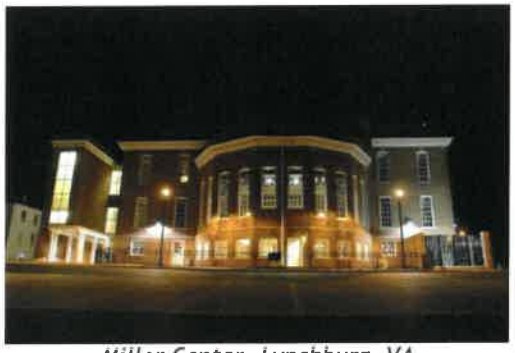
Sinclair Pratt Cameron, P.C. | Recreational Facility Experience

RECREATIONAL FACILITY DESIGN EXPERIENCE

- Battlefield Golf - Cart Storage Building and Pavilion, Chesapeake, VA
- Brock Environmental Center – Soffits, Deck Design, and Stairs, Virginia Beach, VA
- Camp Grom, Virginia Beach, VA
- CHKD Sports Medicine Gym Renovation & Special Inspections, Norfolk, VA
- Christopher Newport University Soccer Complex, Newport News, VA
- Funville - Holland Road, Virginia Beach, VA
- Hermitage Museum Restroom, Norfolk, VA
- Hillier Ignite Fitness Park, Virginia Beach, VA
- Jungle Golf - Deck Addition, Virginia Beach, VA
- Mikvah Nidam Ritual Pool Foundation, Norfolk, VA
- Miller Center and Stair Calculations, Lynchburg, VA
- Princess Anne YMCA - Gym/Family Life Center, Virginia Beach, VA
- Reba & Sam Sandler Family Campus Addition, Virginia Beach, VA
- Top Golf, Virginia Beach, VA
- Venture at Tech Center Pool and Shade Structures, Newport News, VA
- Virginia Beach Aquarium Beam Repair, Virginia Beach, VA
- Whaleyville Community Center, Suffolk, VA
- YMCA, Suffolk, VA
- YMCA 50 Meter Pool Special Inspections, Virginia Beach, VA
- YMCA Camp Silver Beach Breezeway, Jamesville, VA
- YMCA Camp Red Feather and Special Inspections, Norfolk, VA
- YMCA Family Center on Granby and Special Inspections, Norfolk, VA

YMCA Currituck County, NC

YMCA Princess Anne, Virginia Beach, VA



Miller Center, Lynchburg, VA

Kimley»Horn

Kimley-Horn | Civil Engineer / Environmental Consultant

FIRM OVERVIEW

Kimley-Horn and Associates, Inc. is one of the nation's premier planning and design consulting firms. Founded in 1967 in Raleigh, NC, Kimley-Horn has evolved into a multidisciplinary consulting firm offering services to federal, state, and local governmental agencies; developers; and commercial, industrial, and agricultural interests. Today, the firm encompasses 3,000 employees in more than 80 offices nationwide, including four offices in the Commonwealth of Virginia.

Our service areas include:

- Land Development
- Environmental Engineering/ Planning
- Transportation Planning
- Aviation
- Community Planning
- Community Resiliency
- Energy
- Forensics
- Landscape Architecture
- Parking
- Roadway/Bridge
- Surface Water
- Technology
- Transit
- Transportation Systems, Management, and Operations
- Water/Wastewater

Land Development

Kimley-Horn offers a full suite of land development services including master planning, due diligence and feasibility studies, entitlement services/strategies, site design, and permitting services.

From site selection to initial design and on through construction, our civil engineers and land planners consult extensively with our traffic engineers, landscape architects, utility engineers, and stormwater and environmental engineers and scientist to ensure a fully-integrated design.

Kimley-Horn has provided a broad scope of services for athletic facilities nationwide, for facilities ranging from National Football League (NFL) and Major League Baseball (MLB) stadiums and arenas to university athletic facilities, municipal and community recreational facilities, and gymnasiums for high schools and elementary schools.

Experience with the City of Virginia Beach

Kimley-Horn has been providing services to the City of Virginia Beach since 1986. Over the years, we have contributed to the successful completion of more than 700 projects, large and small, including relevant projects such as the Virginia Beach Arena Infrastructure Improvement Design and Due Diligence Services projects, the Modernization of Kempsville Recreation Center, and the Modernization of Bow Creek Recreation Center. We also currently serve the city under a variety of annual services contracts, including the Strategic Growth Area (SGA) Annual Services Contract for Planning, Urban Design, and Engineering contract; an Annual Services Engineering Contract for Various Public Utilities; and an Annual Services Contract for Traffic Engineering.

#21

Engineering News-Record's
2017 **Top 500** U.S.
Design firms

AECOM | S.B. BALLARD CONSTRUCTION COMPANY | SFA ADVISORY | SFM MANAGEMENT

Kimley-Horn | Experience

Design-Build Services for 5 Elementary Schools

Norfolk, VA

Kimley-Horn is part of the Ballard Construction-led team selected by Norfolk Public Schools to provide Design-Build services for five schools. They include Southside STEM Academy at Campostella; Richard Bowling Elementary School; Larchmont Elementary School; Ocean View Elementary School; and Camp Allen Elementary School. Four of the schools have been completed. The fifth—Camp Allen Elementary School—is currently underway. Kimley-Horn prepared site civil services including site plan, erosion and sediment control, stormwater grading and pond design, and water and sewer design. Additional services provided by Kimley-Horn staff include construction assistance, public involvement support, and LEED documentation.

Size of Project:
Southside STEM Academy at Campostella: 181,849 SF

Richard Bowling Elementary: 101,074 SF

Larchmont Elementary: 92,958 SF

Ocean View Elementary: 92,350 SF

Camp Allen Elementary

Project Value:
Approximately $130 million

Completion:
Southside STEM Academy at Campostella: May 2016; Completed 70 days ahead of schedule

Richard Bowling Elementary: July 2016

Larchmont Elementary: May 2017

Ocean View Elementary: August 2017

Camp Allen Elementary: Currently underway

Kimley-Horn | Experience

New Kempsville Recreation Center

Virginia Beach, VA

The new Kempsville Community Recreation Center replaces an existing recreation and community facility on the same site. The new center features a large indoor aquatic area, an indoor track, an outdoor play area, and a double gymnasium. The outdoor play area was designed with a tricycle track based on the unique needs of the user. Stormwater management is addressed through a large bioretention feature to mimic the natural drainage patterns. The project was also designed to support the redevelopment of the adjacent ballfields for city use. The new Kempsville Community Recreation Center has been designed to meet the standards and sustainable goals set forth by the U.S. Green Building Council LEED Green Building Rating System and is targeting LEED Silver certification. Kimley-Horn provided all site layouts and design, including grading, drainage, bioretention design, and utility modeling and design. The $32 million center opened in June 2017.

Size of Project: approximately 87,000 square feet

Project Value: $32 million

Completion: june 2017

Kimley-Horn | Experience

Boo Williams Sportsplex

Hampton, VA

Under an annual services contract for the City of Hampton, Kimley-Horn assisted with the site design for an approximately 130,000-square-foot Sportsplex building. The project site encompasses approximately 10 acres. Kimley-Horn's engineering services included drainage design and calculations, determining the size and layout of a detention facility, developing an erosion and sediment control plan, traffic signal analysis and modification, providing photometric calculations and a lighting layout, preparing a landscaping plan, preparing a set of construction documents, submitting the plans through the City of Hampton's site plan review process, and preparing a stormwater pollution prevention plan.

Size of Project: Approximately 130,000 square feet

Project Value: $13.5 million

Completion: 2007 (Design)

Resumes

S.B. Ballard Construction Company
Design-Build Contractor

• Project Executive	Stephen B. Ballard
• Project Manager	Paul Littlefield
• Superintendent	Johnny Johnson
• Estimator	Mark Payne

AECOM
Lead Architect/Engineer

• Principal in Charge	Jon Niemuth
• Project Manager	Frank Anderson
• Project Designer	Justin Gaa
• Sr. Project Architect	Patricia Clancy
• Interior Designer	Julia Dunfield
• Mechanical Engineer	Sayed Khan
• Electrical Engineer	Jay Malhotra

Sports Facilities Advisory | Sports Facilities Management
Management/Operating Group

• Founder/CEO, SFA	Dev Pathik
• Founder/CEO, SFM	Jason Clement
• Business Development	Eric Sullivan
• Planning & Management Advisor	Steve Goris
• Management and Operations	Andy Ballard
• Advisor & General Counsel	Bruce Rector
• Regional Director	John McDonald

Sinclair Pratt Cameron, P.C.
Structural Engineer

• Structural Engineer, President	Carter Sinclair
• Project Engineer	Kevin Rainey

Kimley-Horn
Civil Engineer / Environmental Consultant

• Civil Engineer	Randy Royal
• Civil Engineer	Robyn Niss
• Environmental	Michelle Wharton

Kaufman & Canoles, P.C.

• Member	Charles McPhillips
• Member	Terence Murphy
• Member	Vincent J. Mastracco Jr.

Stephen B. Ballard | pg 1 of 3

President/CEO • Project Executive, SBBCC

Stephen B. Ballard is the owner and founder of S.B. Ballard Construction Company. With over 40 years of construction experience, Mr. Ballard oversees all construction operations and corporate functions including strategic planning, project management, estimating, business development, corporate communications, safety, and quality. Since founding the company, he has been involved in each project and provides owners and developers with safe, high-quality facilities constructed on-time and within budget.

As CEO, Mr. Ballard will be responsible for executive oversight of the project from pre-construction through design, construction, and close out. He will provide guidance regarding jobsite concerns and maintain communication with the owner, architects, and other stakeholders. He also participates in site logistics planning, value engineering discussions, project budgeting, schedule development, and subcontractor selection.

Mr. Ballard has completed over $2.8 billion worth of construction and takes great pride in the fact that over 65% of SBBCC's customers are three- repeat customers and have chosen us to build three or more projects.

The majority of S.B. Ballard's current work is under Public-Private Partnerships. This delivery method has several unique benefits to the Owner, including a higher level of cost and schedule control from the start. During the design process, Mr. Ballard and the team provide cost estimates at established points and determines if these estimates are in line with the established budget. S.B. Ballard is able to manage the project with Owner's best interest in mind at all times.

Professional Affiliations

- Associated General Contractors of America
- American Concrete Institute
- American Concrete Pumping Association
- American Society of Concrete Construction
- Builders and Contractors Exchange of Hampton Roads
- The Builders Exchange of Virginia
- Hampton Roads Association for Commercial Real Estate
- National Federation of Independent Business
- American Concrete Institute
- Wetlands Board
- Design-Build Institute of America
- Florida Council of P3

Years of Experience

Years in the Industry: 40
Years with SBBCC: 39

Education

- Maury High School
- Old Dominion University, Norfolk, VA (Honorary)
- Post Tensioning Institute
- Tilt Up Concrete Association

Client References

Tony Arnold, PE
Director of Construction
Virginia Beach Public Schools
(757) 263-1090

Doug Smith
City Manager
City of Norfolk
(757) 621-4415

Ron Williams
Deputy City Manager
City of Virginia Beach
(757) 237-0410

Community Involvement

- Children's Hospital of the King's Daughters (CHKD)
- ORPHANetwork
- Special Olympics
- Pancreatic Cancer Action Network
- Friedreich's Ataxia Research Alliance

Stephen B. Ballard | pg 2 of 3

Relevant Experience:

Old Dominion University S.B. Ballard Stadoum and Football Complex
Norfolk, VA
Design-Build Project with AECOM, August 2008

This project consisted of 5 levels, one on grade and four elevated for a total of 216,361 square feet and 724 parking spaces. The garage also includes a storage area for the Game Day Building and playing field equipment and a ticket sales area for stadium events.

Timeliness is an essential factor in the success of a design-build approach and while the project moves rapidly, Mr. Ballard has the knowledge and skills to make decisions quickly. The garage opened six months prior to the contract completion date and allowed ODU to offer parking to staff and students six months earlier than expected, providing an unanticipated source of revenue for the University. The project was also completed within budget and on-time for the start of ODU's Football Season.

Norfolk Public Schools Modernization Project
Norfolk, VA
Design-Build PPEA, In Progress

The City of Norfolk recognized the need to replace five very old schools but could afford to replace only one school at a time. The SBBCC team, led by Mr. Ballard, showed the City and School System how the PPEA process would allow all five schools to be developed under one contract and in only five years at significant cost savings.

Stephen B. Ballard | pg 3 of 3

Ted Constant Convocation Center
Old Dominion University, Norfolk, VA

Located on the University's campus in downtown Norfolk, the Ted Constant Convocation Center is the home of ODU's men's and women's NCAA Division I basketball teams, the Monarchs, and functions as a high-tech venue for concerts and graduation. The center features comfortable wide body seats, suites and club areas, and state-of-the-art video, audiovisual, and sound systems as well as retail and restaurant spaces including concessions and pro shops.

Virginia Beach Oceanfront Sea Wall
Virginia Beach, VA

Paul Littlefield | pg 1 of 3

Vice President • Project Manager, SBBCC

Mr. Paul Littlefield establishes and maintains a leadership role for the project team. Mr. Littlefield's main goal is to deliver a quality facility constructed safely, within the timeframe allowed and within the established budget.

Mr. Littlefield will coordinate biweekly meetings and be the key player in coordinating between the design team, the owner, and subcontractors to ensure the project is designed, priced, and scheduled to the owner, operator, and end users satisfaction.

Mr. Littlefield has experience managing multiple projects at one time in various phases of development and at various locations. He primarily focuses on cost-control and scheduling, and as Senior Project Manager, Mr. Littlefield also supports team initiatives for process improvement and career development.

Years of Experience

Years in the Industry: 32
Years with SBBCC: 16

Education

- United States Military Academy, West Point, New York
- Class-A Contractor's License
- Public Contracts and Procurement Regulations
- Installer of Un-Bonded Post-Tensioning
- Design Build Institute of America
- LEED Green Associate

Client References

Dave Robichaud, PE
Old Dominion University
(757) 683.5682

Dr. Jeff Perry
Superintendent
Wythe County Public Schools
(276) 219-3542

Andrea Kilmer
United States Management/ ESG
(757) 340-8001

Professional Affiliations

- Design-Build Institute of America (DBIA) – Hampton Roads Chapter
- Association of General Contractors (AGC) – Tidewater Chapter
- U.S. Green Building Council

Relevant Experience

Project 1: VSU Multipurpose Center
Owner: Virginia State University
Project Location: Petersburg, VA
Architect: AECOM + Clark Nexsen
Completed: January 2016
Role/Responsibility: Senior Project Manager

The Multipurpose Center consists of a 165,941 square foot sports and event arena that seats 6,100 for stage events and 5,100 for sporting events. The arena is the size of three football fields and sits on a piece of property the size of six football fields. The Multipurpose Center accommodates men's and women's athletic events, commencements, convocations, academic events, concerts, banquets, meetings, etc.

During construction of this project, Mr. Littlefield and the Project Team faced difficulties with the proposed fire alarm system. After weeks of troubleshooting, the Owner's proposed solution to add a VESDA (Very Early Smoke Detection Apparatus) would have cost nearly $200,000. By researching the equipment and involving manufacturers, Mr. Littlefield was able to resolve the issue with no additional cost to the project. This is just one lesson learned that will be applied to all future sport center projects.

Paul Littlefield | pg 2 of 3

Relevant Experience:

Project 2:	S.B. Ballard Stadium and Football Complex
Owner:	Old Dominion University
Project Location:	Norfolk, VA
Architect:	AECOM + Clark Nexsen
Completed:	August 2008
Role/Responsibility:	Project Manager

S.B. Ballard Construction Company was the general contractor on the new Game Day Building and Parking Garage at historic Foreman Field on the Old Dominion University campus. The new Game Day Building is a four-story, 54,880 square foot, 19,818 seat multi-purpose stadium. It includes 26 luxury suites providing seating for 12 people per suite, 390 loge seats in 100 mini boxes, terraces, concession stands, a full service kitchen providing food service for 14,000 patrons, restrooms, home team locker rooms, team meeting rooms, exam rooms and sound system and scoreboard control rooms.

Twelve of the suites have their own patio overlooking the plaza south of the complex, while the loge seating area also includes an 8,000 square foot covered patio on the second level of the facility. Another 7,500 square foot enclosed terrace looks directly out over the south end zone. The playing surface at Foreman Field has been replaced by Astroturf Game Day Grass 3D.

Paul Littlefield | pg 3 of 3

Relevant Experience:

Project 3:	ODU Student Recreation & Wellness Center
Owner:	Old Dominion University
Project Location:	Norfolk, VA
Architect:	Moseley Architechts
Completed:	December 2008
Role/Responsibility:	Senior Project Manager

The project involved partial demolition of the existing field house and the creation of the 121,000-sq.-ft. state-of-the-art recreation facility built around an existing 31,000 square foot natatorium, which was renovated in phases.

The existing structure required light fixture replacements and mechanical system rehabilitation. Updated fire codes required changes to be phased into the new operational systems including new fire alarms, smoke detectors, and heat sensors.

John Johnson | pg 1 of 2

Project Superintendent, SBBCC

As Superintendent, Mr. Johnson is responsible for scheduling and project coordination with subcontractors, architects, engineers, suppliers, and vendors. It is also Mr. Johnson's responsibility to ensure a safe job site and maintain quality control. He will also monitor the quantity and quality of work being performed, and put on notice, anyone, or any company, not meeting the requirements of the project. Mr. Johnson will monitor the project schedule and note work completed on a daily basis.

Mr. Johnson will conduct all weekly subcontractor meetings, which are also used to review safety, environmental, health, and quality issues. Mr. Johnson will also be responsible for site logistics and verification of existing utilities and markings. He will oversee the project from notice to proceed to close-out.

Years of Experience

Years in the Industry: 41
Years with SBBCC: 21

Education

- High School Graduate
- QC Management, Army Corps of Engineers
- START Safety Training
- 30 Hour OSHA Certification
- CPR / First Aid Certification
- Window Flashing Training
- Troubleshooting Concrete Construction Training
- LEED Green Associate

Client References

Tim Meinhardt
Construction Contract Administrator
Moseley Architects
Phone: (757) 368-2800

Terry Woodhouse
Director of Capital Planning and Improvements
Norfolk State University
Phone: (757) 823-8440

Randy Thompson
Senior Project Manager
City of Norfolk
Phone: (757) 663-9875

Relevant Experience

Project 1: VSU Multipurpose Center
Owner: Virginia State University
Project Location: Petersburg, VA
Architect: Clark Nexsen & AECOM
Completed: January 2016
Role/Responsibility: General Superintendent

SBBCC worked with the Owners Rep; Architect, Clark Nexsen; and Specialty Consultant, AECOM on this project to develop a venue to serve the academic, cultural, athletics, and entertainment needs of Virginia State University and the growing region.

The team value-engineered the entire A/V and Scoreboard System saving the owner over $300,000 while providing a state-of-the-art sound system that performed beyond the original design requirements. Mr. Littlefield, Mr. Johnson, and Estimator Mr. Payne accomplished this through team meetings with the owner and design team in an open forum to achieve a functional system that still had value-added features.

John Johnson | pg 2 of 2

Relevant Experience:

Project 2: S.B. Ballard Stadium and Football Complex
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: AECOM + Clark Nexsen
Completed: August 2008
Role/Responsibility: Superintendent

The initial challenge with this project was how to fit the garage, Game Day building and the new NCAA football field onto the site while complying with the owner directed constraints and code requirements. Maintaining the required 30'0" distance between the two structures without encroaching on the busy 49th Street sidewalk as well as creating the required number of parking spaces without exceeding the height limits imposed by the owner were a few of the hurdles our team was able to overcome. Mr. Johnson's previous experience on tight urban project sites, experience working with the Bureau of Capital Outlay Management, along with creative thinking and team collaboration were instrumental in achieving success with these challenges.

Project 3: ODU Student Recreation & Wellness Center
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: Moseley Architechts
Completed: December 2008
Role/Responsibility: Superintendent

The Student Recreation & Wellness Center embodies the mission of Old Dominion University by providing a cohesive and flexible space for students, faculty, and staff to participate in activities as well as lead industry-changing research projects. The project involved partial demolition of the existing field house and the creation of the 121,000-sq.-ft. state-of-the-art recreation facility built around an existing 31,000 square foot natatorium, which was renovated in phases.

Mark Payne | pg 1 of 3

Vice President • Pre-construction Services, SBBCC

Mr. Payne will be responsible for managing all aspects of the preconstruction process including constructability reviews, detailed cost estimating, value engineering, subcontractor work package and scope development, proposal evaluation, and contract awards. Mr. Payne will work with subcontractors and vendors to ensure the project remains within the projected budget.

Over the past ten (10) years, Mr. Payne's focus has been on CM at-Risk and Design-Build project delivery methods. During this time, Mr. Payne has developed a great reputation for his construction knowledge and integrity working with Owners and Architects. Bringing to the team a host of lessons learned from previous projects, Mr. Payne works in a collaborative environment with the pre-construction team, design professionals, Owner and other stakeholders. His leadership and efforts result in detailed constructability and best-value options for a project that ensure the project remains within budget.

Years of Experience

Years in the Industry: 34
Years with SBBCC: 32

Education

- Old Dominion University, Norfolk, VA/1980-1982
- Concrete Testing Technician, ACI
- Timberline Estimating
- Tilt Up Supervisor, ACI
- Bonded Post Tension, PTI
- ACI/PCI Parking Structure Design and Construction
- Design Build Institute of America (DBIA) Designated Professional
- LEED Green Associate

Client References

Rich Sliwoski
Associate Vice President, Facilities Management
Virginia Commonwealth University
(757) 409-3976

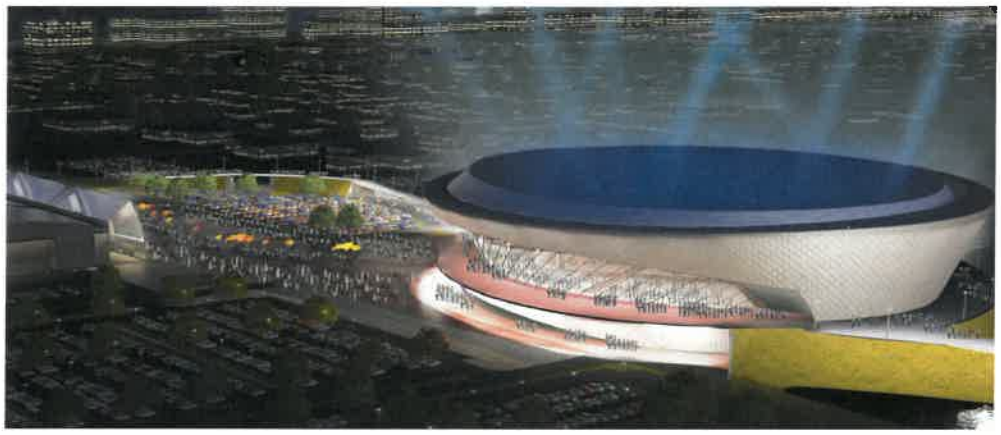
Derrick Hall
Deputy Program Manager, Department of Military Affairs
(434) 298-6232

Dan Jewett
Capital Outlay Project Manager, VCCS
(804) 819-4914

Professional Affiliations

- Executive Board, 2015 President, DBIA - Hampton Roads Chapter
- Past President, Associated General Contractors Tidewater Chapter

Relevant Experience



Project 1: Virginia Beach Arena
Owner: United States Management
Project Location: Virginia Beach, VA
Architect: AECOM + Clark Nexsen
Completed: In Progress
Role/Responsibility: VP | Pre-construction

Mr. Payne and the S.B. Ballard team have been working with AECOM and Clark Nexsen in the design and planning of the Virginia Beach Arena over the last two and a half years. The key players involved in this Design-Build team work well together through coordinated efforts and have organized numerous meetings with the City, Owner, subcontractors, material suppliers, and facility operators to create the developer's vision. S.B. Ballard's in-house estimating team, led by Mr. Payne, has worked with several iterations of estimating drawings at 35%, 60%, 90%, and 100% to achieve the Guaranteed Maximum Price. When the project was over budget, value engineering was accomplished to not only reduce the cost, but create more efficient program spaces. Pre-construction services are still in progress with construction to begin this year.

Mark Payne | pg 2 of 3

Relevant Experience:

Project 2: S.B. Ballard Stadium and Football Complex
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: AECOM + Clark Nexsen
Completed: August 2008
Role/Responsibility: VP | Pre-construction

The initial challenge with this project was how to fit the garage, Game Day building and the new NCAA football field onto the site while complying with the owner directed constraints and code requirements. Maintaining the required 30'0" distance between the two structures without encroaching on the busy 49th Street sidewalk as well as creating the required number of parking spaces without exceeding the height limits imposed by the owner were a few of the hurdles our team was able to overcome. SBBCC's previous experience on tight urban project sites, experience working with the Bureau of Capital Outlay Management, along with creative thinking and team collaboration were instrumental in achieving success with these challenges.

During the bidding period, SBBCC performed utility exploration in an effort to confirm the existence of the utilities defined in the RFP documents. This was done at our cost. During this exploration, additional utilities were discovered, including a 9,000 pair communication line belonging to the Federal Government that ran right through the garage footprint. This line would have certainly been damaged during the piling operations for the garage had it not been discovered through the thorough explorations performed by SBBCC.

Project 3: ODU Student Recreation & Wellness Center
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: Moseley Architechts
Completed: December 2008
Role/Responsibility: VP | Pre-construction

The Student Recreation & Wellness Center embodies the mission of Old Dominion University by providing a cohesive and flexible space for students, faculty, and staff to participate in activities as well as lead industry-changing research projects. The project involved partial demolition of the existing field house and the creation of the 121,000-sq.-ft. state-of-the-art recreation facility built around an existing 31,000 square foot natatorium, which was renovated in phases.

Jon Niemuth, AIA, NCARB, LEED AP BD+C | pg 1 of 2

Director of AECOM Sports, Americas • Principal in Charge

Jon is the Director of AECOM's Sports + Venues practice in the Americas and has been involved in the programming and design of an extremely diverse body of work. Large-scale professional and civic projects require a mix of politics and consensus building across multiple client and design team entities. Jon has been extremely successful in delivering clients world-class design solutions that address diverse goals and priorities while rigorously adhering to budget- and schedule-driven objectives. Client driven with a reputation for customer service and attentiveness, Jon's focus on projects is at the early planning, programming, and budget creation stages. He remains involved in all projects of the practice through a studio-style direction and oversight of a talented team of focused project designers.

Years of Experience

Years in the Industry: 23
Years with AECOM: 22

Education

- Master of Architecture, University of Wisconsin at Milwaukee, 1995
- Master of Urban Planning/Urban Design, University of Wisconsin at Milwaukee, 1995
- Bachelor of Architectural Studies, University of Wisconsin at Milwaukee, 1992
- Certificate of Preservation Studies, University of Wisconsin at Milwaukee, 1995

Client References

Tom Bowen, Athletic Director
University of Memphis
901.678.5395

Mike Hamrick, Director of Athletics
Marshall University
304.696.5408

Danny White, Vice President & Director of Athletics
University of Central Florida
407.823.2261

Accreditation

- Registered Architect, AK, AZ, GA, IL, ME, MO, MS, TX, WI, WV, CT (inactive)
- NCARB Certified
- LEED Accredited Professional BD+C

Professional Affiliations

- American Institute of Architects
- AIA Missouri Board of Directors

Relevant Experience

Project: **1** Chris Cline Athletic Complex
Owner: Marshall University
Project Location: Huntington, WV
Architect: AECOM
Completed: 2015
Role/Responsibility: Principal in Charge

The indoor facility serves a variety of athletic and research uses, including its function as the practice and competitive home for the University's track and field program. It also serves as an indoor practice facility for the football program and a variety of other sports needing indoor practice facilities.

Project: **2** Swann Pavilion
Owner: Clemson University
Project Location: Clemson, SC
Architect: AECOM
Completed: 2016
Role/Responsibility: Principal in Charge

Swann Pavilion promises to elevate the student-athlete experience for the men's and womens' basketball programs at Clemson University. Providing an all "under one roof" efficiency, the new basketball practice + operations facility creates best-in-class spaces to train, rehabilitate, work, study and relax.

Project: **3** Mitchum Basketball Performance Center
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: AECOM / Clark Nexsen
Completed: 2017
Role/Responsibility: Principal in Charge

Jon Niemuth, AIA, NCARB, LEED AP BD+C | pg 2 of 2

Relevant Experience:

The new facility serves the University's men's and women's basketball programs and contains a practice gym, associated locker and shower rooms, team offices and player spaces.

Project: **4** Mayo Clinic Square Training Center
Owner: Minnesota Timberwolves
Project Location: Minneapolis, MN
Architect: AECOM
Completed: 2015
Role/Responsibility: Principal in Charge

The new practice facility for the Minnesota Timberwolves is located in downtown Minneapolis, directly adjacent to the Target Center, the team's home court. The new facility is a renovation of an existing under-used movie theater and entertainment development located on the city's famed Skyway system. In addition to housing the team's spaces, the organization has partnered with the legendary Mayo Clinic in developing an adjacent sports medicine clinic that will provide expert treatment to the teams.

Project: **5** Basketball Practice Facility
Owner: University of Memphis
Project Location: Memphis, TN
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Principal in Charge

Feasibility study and design of a new basketball practice facility. The facility will be the practice home for both the men's and women's basketball teams and will provide equal space and amenities for both programs.

Project: **6** Football Practice Facility
Owner: University of Miami
Project Location: Coral Gables, FL
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Principal in Charge

Connected to the Schwartz Center, the new facility will provide indoor practice and training space for both inclement weather days and to expand the capabilities of Miami's Sports Performance facilities. The complex will feature expanded and updated football meeting facilities, an expanded weight room, sports nutrition and enhancements to the adjacent outdoor practice fields.

Project: **7** Gymnastics+Dance Practice Facility
Owner: University of Missouri
Project Location: Columbia, MO
Architect: AECOM
Completed: 2010
Role/Responsibility: Principal in Charge

A new practice facility for the MU Golden Girls Dance Team and the Gymnastics Team. Facility includes individual team suites with lockers designed specifically to each program, as well as a shared aerobic training room and athletic treatment suite.

Frank Anderson | pg 1 of 2

Senior Associate • Project Manager, AECOM

One of AECOM's most accomplished sports project managers, Frank has skillfully managed on time / on budget delivery of a variety of professional and collegiate sports facilities, including renovations of the University of Arizona's McKale Memorial Center and the University of Wyoming's Arena. With more than 25 years of senior executive leadership experience in the fields of architecture, design and construction management, Frank has worked on capital projects ranging from large and complex to small and simple.

Frank's knowledge of all national building codes, including the American with Disabilities Act, is a strong benefit he brings to projects. The common architectural element in all of the service sectors Frank has worked in is the architectural practice referred to as "Assembly Architecture," which Frank defines as large spaces or buildings that deal with the occupancy, life safety, servicing, and flow of patrons and their positive experience within the space or building.

Years of Experience

Years in the Industry: 33
Years with AECOM: 4

Education

- Bachelor of Interior Architecture, Kansas State University, 1984

Client References

Rob Norcross, Principal
Looney, Ricks, Kiss
901.521.1440

Suzy Mason, Sr. Assoc.
Director of Athletics, Event Management / Facilities
University of Arizona
520.909.5625

Todd Boyan, Sr. VP, Stadium Operations
Hard Rock Stadium
305.943.6550

Relevant Experience

Project: 1 Basketball Practice Facility
Owner: University of Memphis
Project Location: Memphis, TN
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Manager

Feasibility study and design of a new basketball practice facility. The facility will be the practice home for both the men's and women's basketball teams and will provide equal space and amenities for both programs.

Project: 2 Football Practice Facility
Owner: University of Miami
Project Location: Coral Gables, FL
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Manager

Connected to the Schwartz Center, the new facility will provide indoor practice and training space for both inclement weather days and to expand the capabilities of Miami's Sports Performance facilities. The complex will feature expanded and updated football meeting facilities, an expanded weight room, sports nutrition and enhancements to the adjacent outdoor practice fields.

Frank Anderson | pg 2 of 2

Relevant Experience:

Project: **3** McKale Memorial Center Renovation
Owner: University of Arizona
Project Location: Tucson, AZ
Architect: AECOM
Completed: 2014
Role/Responsibility: Project Manager

Renovation and improvements to the arena, which is used for basketball, gymnastics and volleyball events. The arena is also used for campus and civic events. In 2015 the McKale Center project was honored by *Engineering News-Record* Magazine with the Southwest Best Project for Sports/Entertainment.

Project: **4** Ginny Clements Academic Center
Owner: University of Arizona
Project Location: Tucson, AZ
Architect: AECOM
Completed: 2016
Role/Responsibility: Project Manager

New stand-alone, two-story 14,600-sf student-athlete academic center containing four large rooms for group study and computer labs, five small study rooms for tutored study with a learning specialist, six private study rooms for individual student-athlete usage and offices for staff with Life Skills or Academic Counselors focus. Also includes a lounge, food and beverage station and state-of-the-art biometric security to restrict access to student-athletes only.

Project: **5** Arena + Auditorium Renovation
Owner: University of Wyoming
Project Location: Laramie, WY
Architect: AECOM / Architectural Means
Completed: 2014 (architectural services)
Role/Responsibility: Project Manager

Arena renovation focused on the interior, including technological upgrades such as HD video and ribbon boards, improved lighting and sound, state-of-the-art locker rooms, a cutting-edge sports medicine center, new weight and conditioning areas, and a reconfigured floor to allow for two cross-courts.

1

2

3

4

5

Justin Gaa, AIA, NCARB, LEED AP BD+C | pg 1 of 2

Architect III • Project Designer, AECOM

Justin has extensive experience in the design and delivery of sports facilities for some of the most competitive athletics programs in the country. More recent projects include high-impact solutions for universities in the Big Ten, SEC, and American conferences. Justin collaborates with clients to deliver highly innovative, creative solutions that work. Merging creative design with a technical expertise allows him to effectively solve complex design challenges. Being part of a highly collaborative design team has afforded Justin the opportunity to test the boundaries of the sports-specific building type, bringing innovative design solutions to some of the country's premier sports programs.

Years of Experience

Years in the Industry: 16
Years with AECOM: 4

Education

- Bachelors of Architecture, University of Kansas School of Architecture & Urban Planning

Client References

Terry Mohajir, Athletic Director
Arkansas State University
870.972.3882

Tom Bowen, Athletic Director
University of Memphis
901.678.5395

Jesse Marks, Senior Associate Athletics Director for Development
University of Miami
305.284.6699

Accreditation

- Registered Architect, KS
- LEED Accredited Professional BD+C
- NCARB Certified

Professional Affiliations

- American Institute of Architects

Relevant Experience

Project: **1** Basketball Practice Facility
Owner: University of Memphis
Project Location: Memphis, TN
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Designer

Feasibility study and design of a new basketball practice facility. The facility will be the practice home for both the men's and women's basketball teams and will provide equal space and amenities for both programs.

Project: **2** Football Practice Facility
Owner: University of Miami
Project Location: Coral Gables, FL
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Designer

Connected to the Schwartz Center, the new facility will provide indoor practice and training space for both inclement weather days and to expand the capabilities of Miami's Sports Performance facilities. The complex will feature expanded and updated football meeting facilities, an expanded weight room, sports nutrition and enhancements to the adjacent outdoor practice fields.

Project: **3** New Arena / McCormick Place Event Center
Owner: DePaul University
Project Location: Chicago, IL
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Designer

Located a short drive from downtown Chicago, the MPEC is a new 10,000-seat arena that will expand the existing McCormick Place

Justin Gaa, AIA, NCARB, LEED AP BD+C | pg 2 of 2

Relevant Experience:

Exhibition Complex. The arena will be the home venue for DePaul University men's and women's basketball programs and will also host a variety of concerts, graduations, assemblies and conventions.

Project: **4** Centennial Bank Stadium Expansion
Owner: Arkansas State University
Project Location: Jonesboro, AR
Architect: AECOM
Completed: 2015
Role/Responsibility: Project Designer

Design of a press box renovation and expansion, including 20 suites, 8,000 SFclub with 240 indoor seats and enhanced outdoor seating for 300. The project provides a greater return on investment achieved through the addition of suites and a club, as well as renovation of existing facilities that more than triple the size of the press box.

Project: **5** Football Operation Facility
Owner: Arkansas State University
Project Location: Jonesboro, AR
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Project Designer

A 60,000 SF modern training facility that will support all of the university's student athletes. Amenities include state of the art strength and conditioning space, sports medicine, training, and rehabilitation. The facility will house the football team locker room, auditoriums, meeting rooms, staff and coaching offices. North endzone seating enhancements to the existing stadium are also included as part of this project.

Project: **6** Maverik Stadium
Owner: Utah State University
Project Location: Logan, UT
Architect: AECOM
Completed: 2016
Role/Responsibility: Project Designer

Addition and renovation of the west side of the existing stadium to improve the overall fan experience, including new lobby, additional seating, concessions and restrooms. The project adds approximately 1,200 new club, loge and premium skybox seats consisting of multiple new levels above the existing stadium seating. The new addition preserves and frames stunning views of the Bear river Mountains and reflects the character and tradition of the campus.

1

2

3

4

5

6

Patricia Clancy, NCARB, LEED AP | pg 1 of 2

Senior Associate • Senior Project Architect, AECOM

Pat has more than 30 years of architectural experience with nearly a dozen of the country's most notable NBA and NHL facilities on her resume. She has guided the day-to-day progress of such facilities as Bankers Life Fieldhouse, Time Warner Cable Arena, and the new Barclays Center. Her reputation for maintaining the balance and integrity of large, complex projects makes Pat a highly valuable asset to any team to which she is assigned. Her areas of particular emphasis and understanding are the design of seating bowls for sightlines, Americans with Disabilities Act (ADA) and National Basketball Association (NBA) requirements, and overall operational requirements of arena management and how those requirements impact design solutions.

Years of Experience

Years in the Industry: 41
Years with AECOM: 28

Education

- Bachelor of Environmental Design, University of Kansas, 1977

Client References

Warren Hood, Deputy Director of Athletics
University of Illinois at Urbana-Champaign
217.333.2474

Greg Burris, City Manager, City of Springfield (formerly with Missouri State University)
417.864.1006

Mike O'Brien, Athletic Director
University of Toledo
419.530.4987

Accreditation

- Registered Architect, MO, OH
- NCARB Certified
- LEED Accredited Professional

Relevant Experience

Project: **1** State Farm Center Renovation + Addition
Owner: University of Illinois at Urbana-Champaign
Project Location: Champaign, IL
Architect: AECOM
Completed: 2016
Role/Responsibility: Senior Project Architect

Major restoration, renovation and expansion of the historic 16,500-seat arena, including the addition of suites, new bowl seating, new HVAC and other amenities to improve the fan experience. Sophisticated coordination with the University and construction manager provided for construction to be accomplished in six phases over three years allowing for uninterrupted seasons of home basketball games. A LEED Gold building certification for New Construction and Major Renovation will be attained.

Project: **2** DeVos Fieldhouse
Owner: Hope College
Project Location: Holland, MI
Architect: AECOM
Completed: 2005
Role/Responsibility: Senior Project Architect

This new fieldhouse is home to men's and women's basketball and women's volleyball, and is the primary competition space for the local high school boys' and girls' basketball programs. In addition to athletic uses, DeVos Fieldhouse houses three academic programs and hosts special events, commencements, and cultural and entertainment events. The seating bowl was designed to feel big but retain intimacy for multiple event capacities and configurations.

Patricia Clancy, NCARB, LEED AP | pg 2 of 2

Relevant Experience:

Project: **3** JQH Arena
Owner: Missouri State University
Project Location: Springfield, MO
Architect: AECOM
Completed: 2008
Role/Responsibility: Senior Project Architect

New home of the men's and women's basketball teams includes 11,033 seats, a grand entrance, 24 private suites, 116 loge seats, 55 premium courtside seats, a Hall of Fame, a team store and a 4,500-square foot club.

Project: **4** Cleveland Clinic Courts
Owner: Cleveland Cavaliers
Project Location: Independence, OH
Architect: AECOM
Completed: 2007
Role/Responsibility: Senior Project Architect

The Cleveland Cavaliers' practice facility incorporates the best components of training and practice facilities around the country. The facility includes two full practice courts with ample run-off space on the end and sidelines. Also includes a team meeting room, conference rooms, coaches offices, locker room, hydrotherapy, athletic training room, weight training area and player lounge.

Project: **5** Matthew Knight Arena + Practice Facility
Owner: University of Oregon
Project Location: Eugene, OR
Architect: AECOM
Completed: 2011
Role/Responsibility: Senior Project Architect

New 12,500-seat arena for basketball and multipurpose use, including gymnasium for volleyball and wrestling competition, academic center, retail and administration.

Project: **6** Savage Hall Expansion + Renovation
Owner: University of Toledo
Project Location: Toledo, OH
Architect: AECOM
Completed: 2009
Role/Responsibility: Senior Project Architect

Renovation and expansion of the arena, including new entry, new training facilities, ticket office, indoor practice fields, new locker rooms, corporate suite addition, structural analysis and new HVAC systems.

1

2

3

4

5

6

Julia Dunfield, NCIDQ, LEED AP | pg 1 of 2

Designer IV • Interior Designer, AECOM

Julia is a dynamic and versatile interior designer specializing in sports + venues. Drawing upon 27 years of diverse experience, she designs memorable and inviting spaces for a variety of building types, including collegiate/professional sports (basketball, football, soccer, hockey), corporate, hospitality, and education. The seamless connection of exterior architecture with the interior design is central to her design philosophy. Julia leads all phases of interior design from programming, conceptual design, schematic design, design development, and construction documents to architectural finishes and details, and furniture and fixture selection and specification. She is also regularly involved in construction administration and provides coordination among MEP, lighting, and other specialty disciplines.

Years of Experience

Years in the Industry: 27
Years with AECOM: 3

Education

- Bachelor of Interior Architecture, Kansas State University, College of Architecture, Planning and Design, Manhattan, KS, 1988
- CIDA and NASAD Accredited Programs / Studios: Interior Architecture, Furniture Design, and Internship

Client References

Lorre Barrett
Facilities Planning
University of Mississippi
662.915.6767

Terry Mohajir, Athletic Director
Arkansas State University
870.972.3882

Andrew Christ, PE, Vice President, Real Estate Development and Capital Operations
New Jersey Institute of Technology
973.596.5774

Accreditation

- NCIDQ Certificate #10528
- LEED Accredited Professional

Relevant Experience

Project: **1** Mitchum Basketball Performance Center
Owner: Old Dominion University
Project Location: Norfolk, VA
Architect: AECOM / Clark Nexsen
Completed: 2017
Role/Responsibility: Interior Designer

The new facility serves the University's men's and women's basketball programs and contains a practice gym, associated locker and shower rooms, team offices and player spaces.

Project: **2** Basketball Practice Facility
Owner: University of Memphis
Project Location: Memphis, TN
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Interior Designer

Feasibility study and design of a new basketball practice facility. The facility will be the practice home for both the men's and women's basketball teams and will provide equal space and amenities for both programs.

Project: **3** The Pavilion at Ole Miss
Owner: University of Mississippi
Project Location: Oxford, MS
Architect: AECOM
Completed: 2016
Role/Responsibility: Interior Designer

New 9,500-seat basketball arena and parking facility centrally located on campus. The new Pavilion is more than 225,000 square feet and has the largest center-hung video display board in college sports with nearly 2,400 square feet of LED on the Daktronics scoreboard.

Julia Dunfield, NCIDQ, LEED AP | pg 2 of 2

Relevant Experience:

The venue has approximately 1,500 square feet of locker room space, as well as 1,700 premium seats, courtside and baseline seating for students and three club areas.

Project: **4** Coliseum Improvements
Owner: West Virginia University
Project Location: Morgantown, WV
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Interior Designer

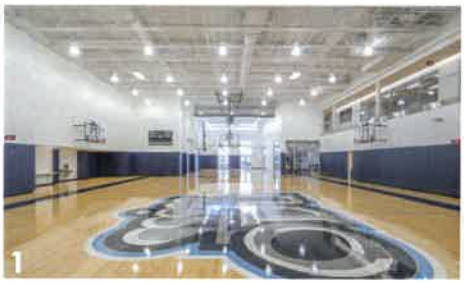
Multiple facility improvement projects that include an academic center, hall of traditions, compliance office, team store expansion + concession stand improvements, scoreboard, lighting and AV.

Project: **5** Golden 1 Center + Practice Facility
Owner: Sacramento Kings
Project Location: Sacramento, CA
Architect: AECOM
Completed: 2016
Role/Responsibility: Interior Designer

The new Golden 1 Center is the most technically advanced venue of its type and the first indoor venue to achieve the U.S. Green Building Council's LEED Platinum certification. Designed to be uniquely Sacramento, the arena connects indoor and outdoor spaces, enables public engagement through an event plaza and creates a home-court advantage through a unique seating bowl geometry with 10,000 of the 17,000 seats in the lower bowl, closest to the game.

Project: **6** Arena + Auditorium Renovation
Owner: University of Wyoming
Project Location: Laramie, WY
Architect: AECOM / Architectural Means
Completed: 2014 (architectural services)
Role/Responsibility: Interior Designer

Arena renovation focused on the interior, including technological upgrades such as HD video and ribbon boards, improved lighting and sound, state-of-the-art locker rooms, a cutting-edge sports medicine center, new weight and conditioning areas, and a reconfigured floor to allow for two cross-courts.


1

2

3

4

5

6

Sayed Khan, PE, CEM, CPMP, LEED AP | pg 1 of 2

Associate Principal • Mechanical Engineer, AECOM

Sayed has more than 15 years' experience as a mechanical engineer, project manager and project administrative coordinator. He has practical experience working with HVAC and plumbing systems, including performing design and assisting in construction and maintenance for commercial, industrial, institutional, higher education, healthcare, K-12, sports and convention facilities, and task order projects. Sayed has extensive experience assisting architects and engineers with the preparation of CD drawings and specifications. His duties include design work using advanced software, as well as team management coordinating all technical aspects of the project and delivery.

Years of Experience

Years in the Industry: 15+
Years with AECOM: 6

Education

- Bachelor of Mechanical Engineering, Ryerson University, Toronto, Canada, 1999

Client References

Lenny Kaplan, Director of Athletics
New Jersey Institute of Technology
973.596.3638

Ross Bjork, Director of Athletics
University of Mississippi
662.915.7546

Bill Linn, Project Manager
West Virginia University
304.293.2878

Registration

- Professional Engineer, TX, MS
- NCEES Record
- LEED Accredited Professional
- Certified Energy Manager (AEE)
- Commissioning Process Management
- Professional (ASHRAE)

Relevant Experience

Project: **1** Wellness + Events Center
Owner: New Jersey Institute of Technology
Project Location: Newark, NJ
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Lead Mechanical Engineer

Design of a new 300,000 sf building that will include a 3,500 seat basketball arena, two practice courts, Olympic swimming pool, an indoor track, weight training, lockers and administrative spaces as well as an outdoor fully-lit soccer field. The project requires new roof-top units, air handling units, VAV boxes, fan coil units, boilers, pumps and hydronic piping.

Project: **2** Coliseum Improvements
Owner: West Virginia University
Project Location: Morgantown, WV
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Lead Mechanical Engineer

Lead mechanical engineer for the new renovation and upgrades including new weight training facility and renovation of the conditioning center and the indoor track. The project includes new administrative, concessions and fan experience areas, new air-cooled chillers, air handling units, VAV boxes, fan coil units, boilers, pumps and hydronic piping.

Project: **3** The Pavilion at Ole Miss
Owner: University of Mississippi
Project Location: Oxford, MS
Architect: AECOM
Completed: 2016
Role/Responsibility: Lead Mechanical Engineer

Lead mechanical engineer responsible for design and construction administration of a new arena. The project includes new heating and cooling plant equipment and all HVAC for the arena, support spaces

Sayed Khan, PE, CEM, CPMP, LEED AP | pg 2 of 2

Relevant Experience:

and club areas. Chilled water is provided by water cooled centrifugal chillers and heating is provided by gas fired hydronic heating boilers.

Project: **4** Wellness + Conference Center
Owner: Virginia State University
Project Location: Petersburg, VA
Architect: AECOM
Completed: 2016
Role/Responsibility: Mechanical Engineer

Mechanical engineer responsible for concept and schematic design for the HVAC and plumbing systems, and the technical peer reviews for each subsequent design submittal, with interdisciplinary coordination. The Multipurpose + Wellness Center is approximately 165,000-sf building that includes a two level arena entry lobby with a grand stair, an arena with seating capacity up to 5,500 for basketball and an concert event capacity of 6,500, a practice gym with two side shooting courts, Athletic Director's and Coaches' offices, academic space for the University's Mass Communications Department and a Wellness Center, to be used by University faculty, staff and students. The building is targeting LEED Silver Certification.

Project: **5** Fertitta Center Renovation
Owner: University of Houston
Project Location: Houston, TX
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Lead Mechanical Engineer

In partnership with local architect PGAL, providing a complete interior and exterior transformation of the dated facility and introducing premium amenities such as a courtside club, mezzanine club and diverse array of fully integrated premium seating options for the first time in the venue's history. A collaborative and integrated AECOM effort, our work will completely reimagine the game day experience for fans, student-athletes, coaches, staff and students with features, experiences and design solutions that are uniquely Houston.

1

2

3

4

5

Jay Malhotra, PE | pg 1 of 2

Associate Principal • Electrical Engineer, AECOM

Jay has 41 years of experience encompassing a wide variety of sports facilities, institutional, healthcare, commercial, and industrial projects nationwide, as well as overseas. Responsibilities typically include engineering design, documentation, marketing, and project construction management. In addition, he has performed space planning, master plans, feasibility studies, assessment of existing conditions, and energy analyses. He is well versed in lighting, power distribution, cogeneration, controls and communication systems. His experience includes utility master plans, energy management systems and central plant additions for several sports, convention centers, universities and hospitals, office buildings, banks, apartment complexes, airports, churches, improvements to military bases, and parking garages.

Years of Experience

Years in the Industry: 41
Years with AECOM: 6

Education

- MS, Electrical Engineering, University of Houston, Texas
- BS, Electrical Engineering, University of Houston, Texas

Client References

Ian Banner, AIA, Director of Facilities Planning and University Architect
University of Mississippi
662.915.6767

Andrew Christ, PE, Vice President, Real Estate Development and Capital Operations
New Jersey Institute of Technology
973.596.5774

Bill Linn, Project Manager
West Virginia University
304.293.2878

Registration

- Professional Engineer (Electrical), TX

Relevant Experience

Project: **1** Multipurpose Center (Wellness + Conference Center)
Owner: Virginia State University
Project Location: Petersburg, VA
Architect: AECOM
Completed: 2016
Role/Responsibility: Lead Electrical Engineer

Lead electrical engineer for the technical peer reviews of the Virginia State University Multipurpose Building that houses a 6,500 person basketball arena, with permanent and retractable seating as well as a VIP Suite level. The building houses a full kitchen along with concessions. There is a practice basketball gym, a full workout gym, full laundry facilities as well as offices for Athletics personnel. The building also has classrooms for full-time academic programs. The building is targeting LEED Silver Certification. MEP for the facility includes a 1,000 ton central plant, with allowances for temporary ices surfaces for ice shows. There is a dedicated smoke evacuation system.

Project: **2** Wellness + Events Center
Owner: New Jersey Institute of Technology
Project Location: Newark, NJ
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Lead Electrical Engineer

Lead electrical engineer for the design of a new 300,000 sf building that will include a 3,500 seat basketball arena, two practice courts, Olympic swimming pool, an indoor track, weight training, lockers and administrative spaces as well as an outdoor fully-lit soccer field. The project required coordinating with the utility to place all the electrical and communication serves underground in ductbanks and new street lighting.

Jay Malhotra, PE | pg 2 of 2

Relevant Experience:

Project: **3** Coliseum Improvements
Owner: West Virginia University
Project Location: Morgantown, WV
Architect: AECOM
Completed: Ongoing
Role/Responsibility: Lead Electrical Engineer

Lead electrical engineer for the renovation and upgrades of the arena, addition of a 15,000 SF new weight training facility and renovation of the conditioning center and the indoor track. The project included new administrative, concessions and fan experience areas, LED lighting, new HVAC systems; new MDF and IDF rooms; IT distribution, cable trays and infrastructure for tel/data, wi-fi and mobile phone coverage.

Project: **4** The Pavilion at Ole Miss
Owner: University of Mississippi
Project Location: Oxford, MS
Architect: AECOM
Completed: 2016
Role/Responsibility: Lead Electrical Engineer

Lead electrical engineer for the new 225,000 sf arena with 9,500 seats. The project included new 15kv master plan for the vicinity; three new electrical service drops; a 750kva diesel emergency generator; LED event level lighting; central video boards; concessions and special reception areas and cable trays and infrastructure for tel/data, wi-fi and mobile phone coverage.

Project: **5** Centennial Bank Stadium Expansion
Owner: Arkansas State University
Project Location: Jonesboro, AR
Architect: AECOM
Completed: 2015
Role/Responsibility: Electrical Engineer

A press box addition for the football stadium at Arkansas State. A new, larger press box with television broadcasting facilities, spectator suites, concessions, common areas. Football field lighting was upgraded, and extensive site work including concession stands, restrooms, and broadcast vehicle parking.

1

2

3

4

5

DEV PATHIK

Founder and CEO, SFA

Dev began his career as an Outward Bound lead instructor and wilderness guide. For more than 20 years, Dev has owned, operated, and advised a wide range of sport, adventure, education, and special events venues. Prior to the launch of SFA in 2003, Dev founded and sold an International Eco-Tourism Company, a ten-acre corporate team development center, two specialized business development firms, and he served as an active investor in a number of other sport and recreation focused businesses.

Today, Dev is widely regarded as an industry thought leader who has contributed to the well-being of communities around the world. Dev has led efforts to integrate adventure sports, education, leadership development, and traditional sports that make a difference in communities. Dev is a sought after public speaker, leadership mentor, and advisor.

Under his leadership SFA & SFM have achieved a global brand presence and the measurable impacts to become respected as the leader in strategy, finance, and management of sport and recreation assets. Dev's expertise and thought leadership have been sought out by The Wall Street Journal, Forbes, MarketWatch, CNBC, NBC, The Aspen Institute Sports & Society, The National Association of Sports Commissions, The National Recreation and Parks Association, The Sports Business Journal, Sports Travel Magazine and many others.

Dev serves numerous Boards of Directors including Outward Bound USA, The YMCA, Leadership Pinellas, various Economic Development Councils, Downtown Revitalization Organizations, and Youth Serving Causes.

Education

University of Maryland College Park
Bachelor of Arts, Psychology

Industry Experience

20 Years

Certifications & Affiliations

Bo Jackson's Elite Sports Development Group
Bo Jackson's Sports Leadership Centers of America
Empower Adventure Operations
Leadership Pinellas
Board Member, YMCA Suncoast
Downtown Clearwater Partnership

Notable Projects

Salvation Army Kroc Center
South Bend, IN

Canada Games Centre
Halifax, Nova Scotia, Canada

Aviator Sports & Events Center
Brooklyn, NY

Thomas A. Robinson National Stadium & Queen Elizabeth Sports Centre
Nassau, Bahamas

Strategic Master Planning Projects

Chesapeake Community Activity Center and Tennis Complex
Chesapeake, VA

Maryland National Capital Parks & Planning Commission
Riverdale, MD

USA Regional Trade Center
Sharjah, UAE

Adventure Sports Resort
Pahrump, NV

JASON CLEMENT

Founding Partner & CEO, SFM

Jason is an accomplished endurance race athlete and a passionate contributor to causes that positively impact families and communities. He is also an experienced advisor having provided planning, strategy, finance, and operational leadership to projects in throughout the U.S., the Caribbean, Europe, Middle East, Canada, Asia, Africa and Central America.

Prior to transitioning to his current role as CEO of SFM, Jason served for nearly 10 years as the Chief Operating Officer for SFA and SFM from their infancy to their current state as enterprise level firms. Under his leadership the firms have become globally recognized leaders focusing on transforming the health and economic vitality of communities around the world. As the Chief Executive Officer of SFM, Jason leads the strategic direction, culture, and service standards that define SFM in the public sector and private sector markets we serve.

Jason retains his architecture license and began his career as a licensed architect specializing in sports complex design. He then worked in corporate real estate asset management where he oversaw the optimization and strategic oversight of major corporate real estate assets for such companies as Konica Phillps, USAAA, Nokia, and other large cap corporations.

In response to market demand Jason founded and led the launch of SFM overseeing the development of the organizations products, services, and management delivery systems.

Education
Iowa State University

Industry Experience
20+ Years of Corporate, Sport, and Recreation Management

Certifications & Affiliations
Bo Jackson's Elite Sports Development Group
Bo Jackson's Sports Leadership Centers of America
CoreNet Global, Business Resource
Empower Adventure Operations
Licensed Architect
Leadership Pinellas

Notable Projects

Myrtle Beach Sports Center
Myrtle Beach, SC

Round Rock Sports Complex
Round Rock, TX

Greater Lansing Sports Authority
Lansing, MI

Canada Games Centre
Halifax, Nova Scotia, Canada

City Beach
Fremont & Santa Clara, CA

Aviator Sports & Events Center
Brooklyn, NY

Upward Sports Star Center
Spartanburg, SC

Lake Barrington Field House
Lake Barrington, IL

ERIC SULLIVAN

Executive Vice President, Business Development | Partner

Eric earned his MBA in international Business and began his career as a professional soccer player. He joined SFA in 2006 and has since held nearly every operational role through SFA & SFM's growth. Eric now leads SFA and SFM's growth effort by designing service solutions that help our clients achieve their goals.

Eric developed the original financial and market analysis tools that SFA is most well-known for and led the first facility opening projects in our company history that paved the way for the launch of SFM. Since joining SFA & SFM in 2006, Eric has overseen and served as an advisor to hundreds of projects including market studies, financing plans, development plans, turn-arounds, and new facility openings. His work in domestic and international markets has included projects in the U.S., Canada, Caribbean, United Kingdom, Latin America, Asia, and the Middle East. Eric currently leads SFA & SFM's expansion efforts in our continued vision to integrate sports, fitness, education, leadership development, and adventure sports into communities around the globe.

In 2012, he was honored as a member of the Tampa Bay Business Journal's "30 Under 30" Up and Comers class. In total, Eric has been a catalyst for SFA's growth, leading the entire planning, funding, and grand opening of more than $500 million in sports, fitness, recreation, and entertainment facilities.

Education

Niagara University
Bachelor of Business Administration
MBA-International Business

Industry Experience

10 Years

Certifications & Affiliations

Bo Jackson's Elite Sports Development Group
Bo Jackson's Sports Leadership Centers of America
CoreNet Global, Business Resource
Empower Adventure Operations
Leadership Pinellas
Clearwater Chamber of Commerce
Big Brothers, Big Sisters of Tampa Bay

Notable Projects

Salvation Army Kroc Center
South Bend, IN

Spooky Nook Sports Complex
Lancaster, PA

BucksMont Indoor Sports Center
Hatfield, PA

Canada Games Centre
Halifax, Nova Scotia, Canada

The Legends Sports Complex
The Woodlands, TX

Rocky Top Sports World
Gatlinburg, TN

STEVE GORIS

Planning & Management Advisor
Specialty: Financing, Development and Operations

Steve spent his early career overseeing hotel, convention center, and sports facility developments. His work in urban revitalization projects has included roles in the planning, financing, and operational phases of sports tourism, community sport, convention center, and hotel improvements. Steve provides strategy, management, and finance services to a number of communities throughout the United States and internationally.

Steve oversaw the development and opening of the largest indoor sports complex in North America, Spooky Nook Sports in the Lancaster, Pennsylvania and is currently overseeing new sports and convention developments in Ohio, Connecticut, North Carolina, Texas, Alabama, Saudi Arabia, and Thailand.

Education
University of Toledo
Bachelor of Business Administration – Finance/Accounting

Industry Experience
9 Years

Certifications & Affiliations
Bo Jackson's Elite Sports Development Group
Bo Jackson's Sports Leadership Centers of America
Empower Adventure Operations
USA Volleyball – Keystone Region
Trinity Volleyball Club
City Beach Volleyball Club

Notable Projects

Spooky Nook Sports Complex
Lancaster, PA

Hill Country Indoor Sports Center
Bee Cave TX, PA

Upward Star Center
Spartanburg, NC

Love Hatbox Sports Complex
Muskogee Oklahoma

Rocky Top Sports World
Gatlinburg, TN

Rocky Mount Event Center
Rocky Mount, NC

Bo Jackson Elite Sports
Hilliard, OH

City Beach
Fremont and Santa Clear, CA

Kino Sports Complex
Tucson, AZ

Hoover Sports Complex
Hoover, AL

ANDY BALLARD

Vice President, SFM

Specialty: Management and Operations

Before Andy joined SFA & SFM, he served as the Vice President and COO of Eastern Sports Management (ESM) for 3 years. Andy has 15 years of expertise in facility operations, strategic planning, staff management, marketing, branding, expense controls, and business evaluation. Andy also specializes in growing and rehabilitation of businesses. On a 3-year management contract, Andy took an ESM managed facility in Downingtown, PA from an EBITDA low of $386,000 ($134,000 in the red) to $1,200,000 ($680,000 in the black). As part of his 10 years with the YMCA, he took YMCA Camp Silver Beach from 800 campers to over 2000 campers. In one summer, he restructured the entertainment and activities for Gold Key PHR taking them from losing over $100,000 a year to a break-even. Andy opened the Virginia Beach Field House, the largest indoor facility under ESM, and reached $3 million in the first year.

Andy is a graduate of Liberty University, one of the nation's first accredited sport management programs. Andy has 15 years' experience at running sports facilities that are nonprofit and for profit, start-ups and rehabilitations. His ability to manage and motivate people effectively allowed him to advance to the VP-COO position within 3 years with the company.

Andy's life has been drastically impacted by sports. He has played basketball, baseball and football at various levels. He has coached baseball and basketball at the high school level and was a part of the 2004 VISAA Division III State Championship in baseball. This was the same year he was awarded teacher of the Year at Alliance Christian Schools.

Education

Liberty University

Industry Experience

15 Years

Notable Projects

Love Hatbox Sports Complex
Muskogee, OK

Sports Kingdome
E. Fishkill, NY

Dan Duquette Sports Academy
Hinsdale. MA

Upward Star Center
Spartanburg, SC

Bo Jackson's Elite Sports
Hilliard, OH

Rocky Top Sports World
Gatlinburg, TN

The Legends Sports Complex
The Woodlands, TX

BRUCE RECTOR

Advisor & General Counsel

Bruce has 26 years or law practice experience and has taught and lectured on Sports Law topics during most of that time. He has worked in professional sports for the Indianapolis Colts, collegiate athletics at the University of Kentucky and as a volunteer leader for numerous local, state and national youth sports organizations and events. He also served as the 58th president of Junior Chamber International (JCI), a 200,000-member organization of young leaders and entrepreneurs from over 100 countries.

Prior to joining SFA & SFM, Bruce was President of KBA Sports, Inc., in Lexington, Kentucky where he led a team of professionals in organizing, hosting, and managing large sports and recreation programs including regional and national championship tournaments. In his final year at KBA Sports, the organization attracted over 500,000 visitors for various tournaments and events. An inspiring speaker, trainer and author on leadership topics, Bruce is the author of Monday Morning Messages: Teaching, Inspiring and Motivating to Lead (Xephor Press 2005).

Education

University of Kentucky

Industry Experience

15 Years

Certifications & Affiliations

Leadership Pinellas
University of the Cumberlands Board of Trustees
Habitat for Humanity

Notable Projects

Rocky Top Sports World
Gatlinburg, TN

Rocky Mount Event Center
Rocky Mount, NC

Dan Duquette Sports Academy
Hinsdale. MA

Love Hatbox Sports Complex
Muskogee, OK

Sports Kingdome
E. Fishkill, NY

Pelican Bay Aquatic Center
Edmond, OK

Jefferson County, FL

Myrtle Beach Sports Center
Myrtle Beach, SC

JOHN MCDONALD

Regional Director, Myrtle Beach Sports Center

John comes to the SFM team with an extensive athletic and facilities' management background. He served as the Assistant General Manager at Alltel Arena in North Little Rock (AR), Assistant General Manager of the Crown Coliseum in Fayetteville (NC), and Venue Manager of the Georgia Dome for the 1996 Olympic Games in Atlanta (GA). In addition to the expertise John brings in facility management, he has also worked on the side of producing, promoting, and overseeing events. John founded Prism Sports & Entertainment in 2002 and has spent the last 12 years putting on high-profile events including "Serving Up Aces" featuring Pete Sampras; NBA preseason games featuring the Cleveland Cavaliers, Houston Rockets, Charlotte Bobcats, and others; the AT&T Corps Classic Collegiate Football Game featuring Texas A&M vs. Army; the SEC Women's Basketball Tournament; and various other events.

John was a defensive lineman for all four of his years at Duke University and holds a Master's degree from Appalachian State University.

Carter Sinclair, P.E., Structural Engineer, President

Mr. Sinclair has over 30 years of cumulative experience in structural design, construction supervision and field inspection. Project experience includes high rise reinforced concrete, structural steel and masonry buildings, marine structures, pedestrian bridges and wood structures. He has served as the Structural Engineer of record on a number of municipal and federal projects. Mr. Sinclair is a Structural Specialist for Emergency Response on the FEMA Virginia Task Force 2 Team.

Relevant Project Experience:

- College Park Elementary School, Virginia Beach, VA
- Christopher Newport University Soccer Complex, Newport News, VA
- SB Ballard Office Gym, Virginia Beach, VA
- Surry Visitors Center, Surry, VA
- Virginia Beach Tennis Center, Virginia Beach, VA
- Windsor Woods Elementary School, Virginia Beach, VA
- Woodstock Elementary School, Virginia Beach, VA
- YMCA Granby, Norfolk, VA
- YMCA Princess Anne, Virginia Beach, VA

Professional Engineer:
Virginia / 1982 / #13706

Education:
B.S. in Civil Engineering /1978/ Virginia Polytechnic Institute and State University
Attended Hampton Sydney University

Professional Memberships:

American Society of Civil Engineers
American Institute of Steel Construction
National Society of Professional Engineers
Virginia Society of Professional Engineers
FEMA VA Task Force 2
Structural Specialist Team for Emergency Response

Kevin Rainey, P.E.

Mr. Rainey is a project engineer with 11 years of cumulative experience in structural design, consulting, field construction and inspection. His experience includes the structural design of construction documents for steel, concrete, masonry and wood buildings for both private and public clients. He has extensive experience in the design of wood-framed, multi-level, multi-family buildings.

Relevant Project Experience:

- Brock Environmental Center, Deck Design, and Soffits, Furring Strip Fasteners, Stairs,Virginia Beach, VA
- Hillier Ignite Fitness Park, Virginia Beach, VA
- Mikvah Nidam Ritual Pool Foundation, Norfolk, VA
- Virginia Beach Aquarium Beam Repair, Virginia Beach, VA
- YMCA 50 Meter Pool Special Inspections, Virginia Beach, VA
- YMCA Camp Red Feather, Norfolk, VA
- YMCA Camp Silver Beach Breezeway, Jamesville, VA
- YMCA First Tee Clubhouse Addition, Virginia Beach, VA
- YMCA Princess Anne – Gym/Family life Center, Virginia Beach, VA
- YMCA Suffolk Family, Suffolk, VA

Professional Engineer:
Virginia / 2011 / #047291

Education:
B.S. in Mechanical Engineering/ 2001
Virginia Tech

Professional Memberships:

American Society of Civil Engineers
American Institute of Steel Construction
National Society of Professional Engineers
Virginia Society of Professional Engineers

Randy Royal, P.E.

Civil Engineering

Randy has managed a broad scope of land planning and development projects during the past 37 years and brings valuable expertise in all aspects of the development process. He serves as project manager on a broad range of civil engineering projects with responsibility for permitting through construction administration. Randy also specializes in due diligence, including zoning, land use permits, feasibility studies, and planning, and has a track record of successfully entitling and permitting scores of projects throughout Hampton Roads. Randy has worked on projects for and within the City of Virginia Beach for more than two decades. This longstanding involvement has allowed him to build valuable understanding of project design and permitting, entitlement, and zoning amendment procedures in the city as well as trusted relationships with city staff.

INDUSTRY EXPERIENCE

37 years

EDUCATION

Bachelor of Science, Civil Engineering, North Carolina State University, 1979

REGISTRATIONS

Professional Engineer in Virginia, North Carolina, South Carolina, and Delaware

PROFESSIONAL AFFILIATIONS

Hampton Roads Association for Commercial Real Estate

Advisory Board for E.V. Williams Center for Real Estate and Economic Development

International Council of Shopping Centers

PROJECT EXPERIENCE

City of Virginia Beach Development Authority Engineering and Land Planning Services, Virginia Beach, VA — Project Manager. Kimley-Horn provides services for a variety of economic development projects. Specific efforts have included designing site layouts, reviewing site plans for a variety of projects situated on city-owned property, and providing consulting services related to new Virginia stormwater regulations. Additionally, Randy assists with efforts to bring new development projects to Virginia Beach.

Virginia Beach Arena Infrastructure Improvement Design and Due Diligence Services, Virginia Beach, VA — Co-Project Manager. Kimley-Horn provided due diligence services for infrastructure improvements necessary to accommodate an 18,000-seat arena, including those related to site stormwater requirements. Staff also provided traffic impact analysis and parking planning services to identify transportation and parking infrastructure improvements. Kimley-Horn also developed a dynamic parking model to analyze multiple event types, including concurrent events with the Virginia Beach Convention Center, and also identified all site infrastructure necessary to support the arena such as sewer, water, and private utilities based on the conceptual site plan provided by the developer.

Norfolk Premium Outlets, Norfolk and Virginia Beach, VA — Principal-in-Charge. This $100 million fast-tracked project is located on approximately 59 acres of land and encompassed important area infrastructure additions. Waterfront improvements on Lake Wright were designed to coexist with the planning and construction for the city's linear park. Kimley-Horn performed the park design and the private developer constructed it so that the linear park so that the park's opening coincided with the opening of the mall. Kimley-Horn's services for this project also included work on roadway access to the project, including significant roadway improvements to North Hampton Boulevard and other surrounding roadways, as well as services for the introduction of a major sewer pumping station and force main. Additionally, we provided wetlands delineation and permitting services.

Robyn Niss, P.E., LEED AP

Civil Engineering

Robyn brings 11 years of civil engineering experience to her role for this contract. She specializes in site design—from planning through construction—and has extensive experience with state and local permitting. Robyn serves municipalities throughout the area through on-call and single project contracts on a wide variety of public projects. Additionally, Robyn has taken the lead on LEED document preparation in the Sustainable Sites Category for multiple projects throughout Hampton Roads.

INDUSTRY EXPERIENCE

11 years

EDUCATION

Bachelor of Science, Civil Engineering, Michigan Technological University, 2006

REGISTRATIONS

LEED Accredited Professional

Professional Engineer in Virginia

PROFESSIONAL AFFILIATIONS

Hampton Roads Green Building Council

PROJECT EXPERIENCE

Boo Williams Sportsplex, Hampton, VA — Project Engineer. Under an annual services contract for the City of Hampton, Kimley-Horn provided assistance with the site design for an approximately 130,000-square-foot Sportsplex building on approximately 10 acres. Kimley-Horn's engineering services included drainage design and calculations, determining the size and layout of a detention facility, developing an erosion and sediment control plan, traffic signal analysis and modification, providing photometric calculations and a lighting layout, preparing a landscaping plan, preparing a set of construction documents, submitting the plans through the City of Hampton's site plan review process, and preparing a stormwater pollution prevention plan. Robyn's responsibilities focused on stormwater management and erosion and sedimentation design.

Norfolk PPEA for Design-Build Services for 5 Elementary Schools, Norfolk, VA — Project Manager. Kimley-Horn is part of the Ballard Construction-led team selected by Norfolk Public Schools to provide Design-Build services for five new schools. They include Southside STEM Academy at Campostella; Richard H. Bowling Jr. Elementary School; Larchmont Elementary School; Ocean View Elementary School; and Camp Allen Elementary School. As of September 1, 2017, four of the schools have been delivered; the fifth, Camp Allen Elementary is currently underway. Kimley-Horn prepared site civil services including site plan, erosion and sediment control, stormwater grading and pond design, and water and sewer design. Additional services provided include construction assistance, public involvement assistance, and LEED documentation.

Modernization of Kempsville Recreation Center, Virginia Beach, VA — Project Manager. The new Kempsville Community Recreation Center replaces an existing recreation and community facility on the same site. The new center features a large indoor aquatic area, an outdoor play area, and a double gymnasium. The outdoor play area was designed with a tricycle track based on the unique needs of the user. Stormwater management is addressed through a large bioretention feature to mimic the natural drainage patterns. The project was also designed to support the redevelopment of the adjacent ballfields for city use. The new Kempsville Community Recreation Center has been designed to meet the standards and sustainable goals set forth by the U.S. Green Building Council LEED Green Building Rating System and is targeting LEED Silver certification. Kimley-Horn provided site planning, stormwater, and construction-phase services. The $32 million center opened in June 2017.

Michelle Wharton, P.G., CHMM

Environmental

Michelle is thoroughly familiar with the standard procedures associated with soil and groundwater sampling in accordance with ASTM, the Virginia Department of Environmental Quality (VDEQ), and the U.S. Environmental Protection Agency (EPA) standards. She supervises the collection of soil and groundwater samples for variety of contaminants and conducts Phases I and II Environmental Site Assessments (ESAs), site characterizations reports, corridor assessments for linear roadway/utility projects, tank closures, contaminated soil and groundwater management during construction and Virginia Pollutant Discharge Elimination System (VPDES) permit compliance.

INDUSTRY EXPERIENCE

12 years

EDUCATION

Bachelor of Science, Environmental Science, Old Dominion University, 2005

REGISTRATIONS

Hazardous Materials Manager

Professional Geologist

PROJECT EXPERIENCE

Virginia Beach Arena Infrastructure Improvement Design and Due Diligence Services, Virginia Beach, VA —Environmental Scientist. Kimley-Horn provided due diligence services for infrastructure improvements necessary to accommodate an 18,000-seat arena, including those related to site stormwater requirements. Staff also provided traffic impact analysis and parking planning services to identify transportation and parking infrastructure improvements. Additionally, Kimley-Horn developed a dynamic parking model to analyze multiple event types, including concurrent events with the Virginia Beach Convention Center, and identified all site infrastructure necessary to support the arena such as sewer, water, and private utilities based on the conceptual site plan. Michelle was involved with Phase I and II ESAs as well as a ground-penetrating radar (GPR) survey.

Virginia Port Authority (VPA) Environmental and Engineering Services, Norfolk, VA — Project Manager. Michelle leads the Kimley-Horn team that provides the VPA with environmental and engineering services to Newport News Marine Terminal, Norfolk International Terminals, Portsmouth Marine Terminal, Richmond Marine Terminal, Virginia Inland Port, and Virginia International Gateway. Services include air and water quality compliance, general stormwater discharge permits, preparation of EISs and EIRs, preparation of stormwater pollution prevention plans, preparation of erosion and sediment control plans, spill prevention plans, air emissions inventories, environmental and safety management systems, and program support.

Laskin Road Gateway Assessment, Virginia Beach, VA — Geologist. Kimley-Horn was responsible for the improvements of portions of Laskin Road, Arctic Avenue, and 32nd Street. This project included a corridor hazardous materials survey, soil and groundwater testing and development of a plan for managing the treatment and discharge of contaminated groundwater from dewatering activities. Michelle performed the environmental investigation that included an initial review of property acquisition and proposed improvements in relation to the neighboring environmental concerns. Michelle also was responsible for the management of millions of gallons of contaminated groundwater generated from dewatering activities.

Environmental On-Call Contract, Virginia Beach, VA — Geologist. This contract has focused on training for environmental compliance, environmental due diligence for property acquisitions, and wetlands permitting. Relevant projects to date include environmental support for the permit compliance program, closure of 30 residential heating oil tanks on Witchduck Road, transaction screen process and right-of-way acquisitions on Witchduck Road, VPDES general permit compliance training, and groundwater and soil testing.

KAUFMAN & CANOLES
attorneys at law

Charles V. McPhillips
Member
T (757) 624.3178
F (888) 360.9092
cvmcphillips@kaufcan.com

Chuck is the Executive Vice President of Practice Management at Kaufman & Canoles. His business law practice includes public-private partnerships; government contractor transactions; international sales and investment transactions; mergers, acquisitions and financings; joint ventures; and corporate/limited liability company law.

practice areas

- Commercial
- Government Contracts & Construction
- Mergers, Acquisitions & Strategic Alliances
- International
- Cybersecurity Response Team

representative matters

- Represented contractor in negotiation of comprehensive agreement for $121 million PPEA project to build five schools in Norfolk, Virginia
- Represented "facilitized" ESOP-owned ship repair company in sale to private equity fund
- Represented U.S. provider of point-of-sale software in sale to German acquirer
- Represented contractor in negotiation of agreements for construction of $200 million arena
- Represented purchasers of wide range of businesses, including the marine sonar, industrial distribution and construction materials industries
- Represented leading Southeastern U.S. Customs Broker in sale to a large Canadian acquirer
- Represented national developer in negotiating a comprehensive agreement with the Commonwealth of Virginia for the construction of an $88 million medium security correctional facility as a public-private partnership
- Represented leading Southeastern fuel-equipment distributor/contractor in sale to private equity fund
- Represented purchasers in acquisitions of U.K. and U.S. defense contractors
- Represented developer in the negotiation of a development agreement with locality for a $40 million office tower and parking garage as a public-private partnership
- Represented private owners in development of an $18.5 million mega-yacht repair facility and associated marine operations on City-owned property
- Represented two graduates from Section 8(a) program throughout their developmental and transitional stages of growth, culminating in exit sales of $14.5 million and $30 million, respectively, to large national government contractors
- Represented contractor in negotiation of $59.5 million design-build contract with the Virginia Port Authority
- Represented non-profit landowner in negotiation of joint venture agreements for the development of multi-family and office projects based on ground leases from the non-profit land owner
- Represented U.S. distributor in negotiation of exclusive distributorship of an Italian manufacturer's product line in the United States

AECOM S.B. BALLARD CONSTRUCTION COMPANY SFA SFM

representative matters (cont.)

- Prepared and coordinated the application for the expansion of Foreign Trade Zone No. 20 in Hampton Roads granted to the Virginia Port Authority
- Prepared and negotiated limited liability company (LLC) operating agreements for operating businesses, complex joint ventures, family investment and estate-planning entities, real estate developments, holding companies, consolidated medical practices and international investment vehicles

recognition and honors

- Virginia Center for Inclusive Communities, Humanitarian Award, 2014
- Pro Ecclesia et Pontifice Cross (Papal Honors), 2013
- Bishop's Humanitarian Award; Catholic Charities of Eastern Virginia and the Catholic Diocese of Richmond, 2011
- Fellow; Virginia Law Foundation, 2011
- Best Lawyers In America, 1998–2016
- Virginia's Legal Elite; *Virginia Business Magazine*, 2004–2009, 2011-2014
- Virginia Super Lawyers; *Thomson Reuters*, 2006–2012
- AV® Rated; Martindale-Hubbell
- Order of the Coif; University of Virginia
- Phi Beta Kappa; Hampden-Sydney College
- Omicron Delta Kappa National Leadership Fraternity; Hampden-Sydney College
- James Madison Political Science Award; Hampden-Sydney College

associations

- Greater Norfolk Corporation; President
- Hampton Roads Economic Development Alliance; Executive Committee
- TowneBank; Norfolk Board of Directors
- Hampden-Sydney College; Board of Trustees
- McMahon-Parater Foundation; Chairman, Board of Directors
- James Barry-Robinson Home For Boys Trust; Chairman, Board of Trustees
- Saint Patrick Catholic School; Current Director and Founding Chairman
- Barry-Robinson Center; Director and Former Chairman, Board of Directors
- OneVirginia2021, Co-Chairman of Hampton Roads Regional Board
- The New E3 School, Board of Trustees
- Norfolk Forum: Chairman, Nominating Committee and Former President, Board of Directors
- Catholic Charities of Eastern Virginia, Inc.; General Counsel (pro bono)
- Thomas C. Sorensen Institute for Political Leadership; Chairman, Hampton Roads Regional Advisory Board
- Bishop Sullivan Catholic High School Foundation; Board of Directors
- Professional Services Council; Member
- Norfolk Commission on Arts and Humanities; Former Commissioner
- Hampden-Sydney College National Alumni Association; President, 2005–2007
- Virginia Stage Company; President, Board of Trustees, 2003–2005
- World Affairs Council of Hampton Roads; Vice President, Board of Directors, 2003–2005
- Downtown Republican Club; President, 1999–2003
- Hampden-Sydney College Alumni Association; President, Tidewater Club, 1999–2001
- Virginia State Bar; Chairman, Board of Governors, International Practice Section, 1996–1997
- Hampton Roads Chamber of Commerce; Chairman, International Business Council, 1995–1997
- Virginia Club; President, 1995–1997

education

- Hampden-Sydney College; B.A., *magna cum laude*, 1982
- University of Virginia School of Law; J.D., *Order of the Coif*, 1985

press and publication

- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2016
- Government Contracts Update - SBA Proposes to Liberalize Subcontracting and Joint Venture Rules on Set-Aside Contract
- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2015

press and publication (cont.)

- 45 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2014
- International Business Advisory - The Solution to the Problem
- International Business Advisory - The Problem: Enforcing Your International Agreement
- International Business Advisory - Distribution Agreements Under International Sales Laws
- International Business Advisory - An International Investor's Legal Guide to Business in Virginia
- International Business Advisory - Consequential Developments Under International Sales Law
- 54 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2013
- 42 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2014
- Create a Winning Team: How to Negotiate a Successful Subcontract
- 55 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2012
- 41 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2013
- 40 K&C Attorneys Named as Super Lawyers 2012 and 14 Named as Rising Stars 2012
- Get on the Joint Venture Train - Small Business Joint Ventures for Government Contractors
- 40 K&C Attorneys Named "Best Lawyers in America" 2012
- 36 K&C Attorneys Named as Super Lawyers 2011 and 14 Named as Rising Stars 2011
- Charles V. McPhillips Selected as Fellow of the Virginia Law Foundation
- 53 Kaufman & Canoles Attorneys Named Virginia Business Magazine's Legal Elite 2011
- 36 K&C Attorneys Named to Best Lawyers in America 2011
- 31 K&C Attorneys Named as Super Lawyers & 11 Named as Rising Stars 2010
- 39 K&C Attorneys Named *Virginia Business Magazine's* Legal Elite 2009
- U.N. Convention Shakes Up International Sales Law
- 35 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2010
- 30 Attorneys Named Super Lawyers, 12 Named Rising Stars
- 9 Kaufman & Canoles Attorneys Named in Corporate Counsel Edition of Virginia Super Lawyers 2009
- 36 Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2008
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2009
- 28 Kaufman & Canoles Attorneys Named as Super Lawyers & 8 Named as Virginia Rising Stars 2008
- Kaufman & Canoles Elects Executive Committee
- 34 Kaufman & Canoles Attorneys Named Best Lawyers in America 2008
- 30 Kaufman & Canoles Attorneys Named in Virginia Super Lawyers 2007
- 34 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2007
- 28 Kaufman & Canoles Attorneys Names in Virginia Super Lawyers 2006
- 32 Kaufman & Canoles Attorneys Named to Best Lawyers in America
- 27 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite
- 31 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite
- 30 Kaufman & Canoles Attorneys Selected as Best Lawyers in America
- Speaker, "Negotiating a Public-Private Partnership," Lorman Educational Services "Public-Private Partnerships" seminar, 2012 and 2013
- Speaker, "Well-Tailored Alternative Dispute Resolution", Virginia Bar Association Mid-Year Winter meeting and Virginia State Bar Annual Meeting, 2009
- Author and Speaker, "Trial Issues Following the Acquisition of the Insolvent Business," Virginia Continuing Legal Education presentation, 2008
- Author, "Buying and Selling Overseas: Dealing with Contracts in a Foreign World," Business Law Today, published by the American Bar Association, Jan./Feb. 2004
- Contributing Author, Virginia Lawyers Practice Handbook, Limited Liability Companies in Virginia, Virginia Continuing Legal Education, 2000 and 2008
- Contributing Author, Virginia Lawyers Practice Handbook, Contract Law in Virginia, Virginia Continuing Legal Education, 2000 and 2008
- Editor and Author, "An International Investor's Legal Guide to Business in Virginia," Kaufman & Canoles, 2002, 2004, 2009
- Author and Speaker, "Contract Law in Virginia," Virginia Continuing Legal Education presentation, 2001
- Editor, Directory of Foreign Attorneys, published by the International Practice Section of the Virginia State Bar, 3rd edition, 1999

KAUFMAN & CANOLES
attorneys at law

Terence Murphy
Member
T (757) 624.3139
F (888) 360.9092
tmurphy@kaufcan.com

Terry is Chairman of the firm's Government Contracts and Construction Practice Group and a member of the firm's Litigation Section. His practice includes contracts counseling and dispute resolution before state and federal courts, Boards of Contract Appeals, the Government Accountability Office and in arbitration and mediation. He has been regularly recognized by *Best Lawyers in America*, *Super Lawyers* and *Legal Elite* by *Virginia Business Magazine* who recognized him in a profile in December 2011 as the top construction lawyer in Virginia.

practice areas

- Government Contracts & Construction
- Litigation

representative matters

- Represented contractor in Government Accountability Office protest of $300 million ship repair contract
- Represented general contractor in state court against owner regarding construction of $27 million Judicial Center
- Represented owner on differing site conditions claim at City museum against contractor, architect and owner's insurance carrier
- Represented quality control subcontractor in federal district court action by general contractor's surety involving blasting and painting project
- Represented contractor before Armed Services Board of Contract Appeals on claims regarding $15 million warehouse expansion project
- Represented contractor in small business size protest before Small Business Administration and federal district court
- Drafted and negotiated construction and design contracts for various commercial projects
- Served on statewide PPEA Working Group to review Commonwealth of Virginia PPEA Model Guidelines

recognition and honors

- AV® Rated; Martindale-Hubbell
- Best Lawyers in America, 2005-2016
- Norfolk Litigation - Construction Lawyer of the Year; Best Lawyers in America, 2013, 2015
- Norfolk Construction Lawyer of the Year; Best Lawyers in America, 2011
- Virginia Super Lawyers; *Law & Politics*, 2006-2014
- Virginia Super Lawyers Corporate Counsel Edition; *Law & Politics*, 2009-2010
- Virginia Super Lawyers; Constructon Litigation, 2015
- Virginia's Legal Elite; *Virginia Business Magazine*, 2004, 2007-2015
- Law Clerk; Judge Walter E. Hoffman, U.S. District Court, Eastern District of Virginia, 1981-1982

associations

- Professional Services Council; Member
- Virginia State Bar; Former Chairman, Board of Governors of the Construction and Public Contract Law Section

AECOM SB S.B. BALLARD CONSTRUCTION COMPANY SFA SFM

associations (cont)

- Virginia Bar Association; Past Member, Executive Committee of the Construction and Public Contract Law Section
- American Bar Association, Forum on the Construction Industry; Public Contract Law Section
- Tidewater Association of Service Contractors; General Counsel, Past President
- Tidewater Government/Industry Council; Large Business Representative
- Virginia Ship Repair Association; Former Member of Board of Directors
- Associated General Contractors of Virginia
- Associated Builders & Contractors of Virginia, Inc.

education

- State University of New York College at Cortland; B.A., *magna cum laude*, 1978
- University of Virginia School of Law; J.D., 1981

press and publication

- 44 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2015
- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2016
- 32 K&C Attorneys Named as Super Lawyers 2014 and 7 Named as Rising Stars 2015
- 10 Kaufman & Canoles Attorneys Named Best Lawyers 2015 Lawyers of the Year
- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2015
- 45 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2014
- 29 K&C Attorneys Named as Super Lawyers 2014 and 8 Named as Rising Stars 2014
- 54 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2013
- 42 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2014
- 29 K&C Attorneys Named as Super Lawyers 2013 and 14 Named as Rising Stars 2013
- Create a Winning Team: How to Negotiate a Successful Subcontract
- 55 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2012
- 6 Kaufman & Canoles Attorneys Named Best Lawyers' 2013 Lawyers of the Year
- 41 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2013
- 40 K&C Attorneys Named as Super Lawyers 2012 and 14 Named as Rising Stars 2012
- Get on the Joint Venture Train - Small Business Joint Ventures for Government Contractors
- Learn the Rules of the Federal Contracting Game for Small Business
- 53 Kaufman & Canoles Attorneys Named Virginia Business Magazine's Legal Elite 2011
- 40 K&C Attorneys Named to Best Lawyers in America 2012
- 36 K&C Attorneys Named as Super Lawyers 2011 and 14 Named as Rising Stars 2011
- JFCOM Contractors Await Closure Details
- 39 Kaufman & Canoles Attorneys Named Virginia Business Magazine's "Legal Elite" 2010
- 4 Kaufman & Canoles Attorneys Named 2011 "Lawyers of the Year"
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2011
- 31 Kaufman & Canoles Attorneys Named as Super Lawyers & 11 Named as Rising Stars 2010
- 3 Kaufman & Canoles Attorneys Named in Corporate Counsel Edition of Super Lawyers 2010
- 39 Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2009
- 35 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2010
- 30 Attorneys Named Super Lawyers, 12 Named Rising Stars
- 3 K&C Attorneys Named in Corporate Counsel Edition of Super Lawyers 2009
- Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2008
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2009
- 28 Kaufman & Canoles Attorneys Named as Super Lawyers & 8 Named as Virginia Rising Stars 2008
- 34 Kaufman & Canoles Attorneys Named Best Lawyers in America 2008
- 20 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite 2007
- 30 Kaufman & Canoles Attorneys Named in Virginia Super Lawyers 2007
- 34 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2007
- 28 Kaufman & Canoles Attorneys Named in Virginia Super Lawyers 2006
- 32 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2006
- 31 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite
- 30 Kaufman & Canoles Attorneys Selected to Best Lawyers in America 2006

KAUFMAN & CANOLES
attorneys at law

Vincent J. Mastracco Jr.
Member
T (757) 624.3213
F (888) 360.9092
vjmastracco@kaufcan.com

Vince is a member of the Norfolk office of Kaufman & Canoles. As a business attorney, Vince works with clients as they buy, sell and grow their businesses and enter into new markets. Vince brings 30 years experience as bond counsel, underwriters counsel, issuers counsel and borrowers counsel in tax-exempt financings and has been instrumental in assembling many of the most significant commercial developments and public-private partnerships in Hampton Roads.

practice areas

- Commercial
- Mergers, Acquisitions & Strategic Alliances
- Real Estate Strategies

recognition and honors

- Best Lawyers in America, 1999–2016
- Norfolk Corporate Law Lawyer of the Year; Best Lawyers in America, 2013
- America's Leading Business Lawyers; *Chambers USA*, 2005–2013
- Virginia Super Lawyers; *Law & Politics*, 2006–2015
- Virginia Super Lawyers, Corporate Counsel Edition; *Law & Politics*, 2009
- Virginia's Legal Elite; *Virginia Business Magazine*, 2001–2015
- Fellow; Virginia Law Foundation, 2005
- The Power List; *Inside Business*, 2011-2013
- Phi Delta Phi
- Law Clerk to The Honorable Walter E. Hoffman, Chief Judge, U.S. District Court for the Eastern District of Virginia,1964–1965

associations

- Virginia Economic Development Partnership
- American Bar Association; Corporate, Banking and Business Law Section
- Virginia Bar Association
- Norfolk-Portsmouth Bar Association
- SunTrust Bank; Board of Directors, Regional Advisory Board
- Eastern Virginia Medical School Foundation; Chairman, Finance and Investment Committee
- Greater Norfolk Corporation
- Hampton Roads Partnership
- Virginia Wesleyan College; Chairman, Board of Trustees
- University of Virginia; Board of Visitors

AECOM S.B. BALLARD CONSTRUCTION COMPANY SFA ADVISORY SFM MANAGEMENT

associations (cont.)

- Hampton Roads Community Foundation; Board of Directors
- Hampton Roads Business Roundtable Executive Committee
- Virginia Foundation of Independent Colleges

education

- University of Virginia; B.A., 1961
- University of Richmond; LL.B., 1964
- New York University; LL.M., 1966

press and publication

- 44 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2015
- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2016
- 42 Kaufman & Canoles Attorneys Named Best Lawyers in America 2015
- 32 K&C Attorneys Named as Super Lawyers 2015 and 7 Named as Rising Stars 2015
- 45 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2014
- 29 K&C Attorneys Named as Super Lawyers 2014 and 8 Named as Rising Stars 2014
- Kaufman & Canoles Named to 2014 Chambers USA
- Vincent J. Mastracco Jr., Ann K. Crenshaw and William R. Van Buren III Selected for the 2014 *Inside Business* Power List
- 42 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2014
- 54 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2013
- Kaufman & Canoles Named to 2013 Chambers USA; America's Leading Lawyers for Business
- 29 K&C Attorneys Named as Super Lawyers 2013 and 14 Named as Rising Stars 2013
- William R. Van Buren III, Ann K. Crenshaw and Vincent J. Mastracco Jr. Selected to the *Inside Business* 2013 Power List
- 55 Kaufman & Canoles Attorneys Named to Virginia Business Magazine's Legal Elite 2012
- 6 Kaufman & Canoles Attorneys Named Best Lawyers' 2013 Lawyers of the Year
- 41 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2013
- Kaufman & Canoles Named to 2012 Chambers USA
- 40 K&C Attorneys Named as Super Lawyers 2012 and 14 Named as Rising Stars 2012
- Ann K. Crenshaw & Vincent J. Mastracco Jr. Selected to Inside Business' 2012 Power List
- 53 Kaufman & Canoles Attorneys Named Virginia Business Magazine's Legal Elite 2011
- 40 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2012
- 36 Kaufman & Canoles Attorneys Named as Super Lawyers 2011 and 14 Named as Rising Stars 2011
- Kaufman & Canoles Named to 2011 Chambers USA
- 39 Kaufman & Canoles Attorneys Named Virginia Business Magazine's "Legal Elite" 2010
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2011
- Kaufman & Canoles Named to Chambers USA 2010
- 31 Kaufman & Canoles Attorneys Named as Super Lawyers & 11 Named as Rising Stars 2010
- 39 Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2009
- 35 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2010
- 30 Attorneys Named Super Lawyers, 12 Named Rising Stars
- Kaufman & Canoles Named to Chambers USA 2009
- 9 Kaufman & Canoles Attorneys Named in Corporate Counsel Edition of Virginia Super Lawyers 2009
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2009
- 36 Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2008
- 28 Kaufman & Canoles Attorneys Named as Super Lawyers & 8 Named as Virginia Rising Stars 2008
- Kaufman & Canoles Named to Chambers USA 2008: America's Leading Lawyers for Business
- 34 Kaufman & Canoles Attorneys Named Best Lawyers in America 2008
- 20 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite 2007
- 30 Kaufman & Canoles Attorneys Named in Virginia Super Lawyers 2007
- Kaufman & Canoles named to Chambers 2007 Leading Business Lawyers List
- 34 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2007
- 34 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite 2006

1.c. Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.

S.B. Ballard Construction Company – Design-Build Contractor
Contact: Mark Payne
VP | Pre-construction Services | Chief Estimator
2828 Shipps Corner Road
Virginia Beach, VA 23453
Email: mpayne@sbballard.com
Office: (757) 440-5555
Mobile: (757) 641-5500
Fax: (757) 689-5542
Email: mpayne@sbballard.com

AECOM – Architect/Engineer
Contact: Justin Gaa
Architect, Buildings + Places | Sports and Venues, Americas
2380 McGee Street, Suite 200
Kansas City, MO 64108
Office: (816) 360-4456
Mobile: (913) 558-2978
Email: justin.gaa@aecom.com

Sports Facilities Advisory & Sports Facility Management – Operating Group
Contact: Eric Sullivan
Partner | EVP of Business Development
600 Cleveland Street, Suite 910
Clearwater, FL 33755
Office: (727) 474-3845
Mobile: (231) 631-1102
Fax: (727) 361-1480
Email: esullivan@sportadvisory.com

1.d. Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

Please see VOLUME II for this confindential information.

1.e. Identify the officers and directors of the firm or firms submitting the proposal.

Please see VOLUME II for this confindential information.

1.f. Identify all businesses that have a parent-subsidiary or affiliated business entity relationship with the firm or firms submitting the proposal.

Please see VOLUME II for this confindential information.

1.g. Identify all known contractors or service providers, including but not limited to the providers of architectural services, real estate services, financial services, and legal services.

- The list of contractors and subcontractors involved in the construction of this project will be determined by a rigorous competitive bidding process.
- The design and construction team will be managed by Design-Build Contractor S.B. Ballard Construction Company.
- AECOM will manage the design team efforts.
- Sinclair Pratt Cameron, P.C. will provide structural engineering services and will work directly with AECOM.
- Kimley-Horn will provide site work and civil engineering services and will also work directly with AECOM.
- Sports Facilities Advisory & Sports Facilities Management will operate and maintain the facility once constructed and will be an integral design partner throughout the process.
- Kaufman & Canoles, P.C., will act as our legal advisor and consultant for the project throughout its duration.

Each firms' respective roles and responsibilities can be found in section 1.a. of this proposal.

Section 2 - Project Characteristics

Section 2 Project Characteristics

2.a. Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type, quality, value and intent of the project, the location, preliminary value of the land necessary to be acquired, and the communities that may be affected are clearly identified.

Please see VOLUME II for this confindential information.

2.b. Identify and fully describe any work to be performed by the City or any other public entity.

Our experience with similar projects has shown that consistent involvement and communication with the City (the Owner) will result in a successful project. The SBBCC team looks forward to working closely with the City of Virginia Beach and all other stakeholders during all phases of this program. Our team expects that the City perform the following functions:

1. Provide input and performance requirements during review of this Conceptual Phase and for the subsequent Detailed Phase of the PPEA/P3 process for this proposed program. Program selection is critical to the overall success of any facility.

2. Proceed immediately with final contract negotiation and award to allow the design and preconstruction activities to begin as shown on our proposed schedule.

3. Undertake and complete the land exchange required to commence work on the proposed new facilities.

4. Provide any available geotechnical information, existing utility information or environmental surveys pertinent to the proposed location site.

5. Attend and participate in Planning, Programming, Pre-Construction and Construction Programming meetings.

6. Assist the SBBCC team by providing all required information as needed to facilitate the procurement of zoning, land use, or building permits.

7. Designate SBBCC to act as your agent-of-record, limited to granting us the authority to apply for water and sewer services and to arrange for electrical power relocation studies to commence.

8. Help facilitate and participate in community and civic league meetings for informational and project updates.

9. Review and approve the design throughout the entire process. Provide early responses on all requests for material or system application approvals.

10. Designate one individual to be available throughout the entire course of construction to address issues that require Owner input. This person needs final decision-making power.

11. Review and approve application for payments.

12. Review and approve any requirements to utilize any of the proposed Allowances or Contingencies when required.

13. Assist the financial advisors, as well as other advisors during development of the Comprehensive Agreement, to ensure financing either through one of the private institutions SBBCC has recommended or through state bonds, whichever option proves to be the most cost effective.

2.c. Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

The City of Virginia Beach will review and issue permits for the project and administer the process based on the Virginia Uniform Statewide Building Code. The project must be reviewed and approved at three stages; Schematic Design, Preliminary Design, and Final Design. A maximum period of three weeks should be allowed for each review by the City for compliance.

To facilitate the review process, the design team will meet with the City for a "design kickoff" during the Schematic Phase to discuss the project goals and any perceived issues that arise. In addition, the team will schedule follow up meetings after each review to discuss and reach consensus in regard to review comments before proceeding.

Normal and customary construction permits will be required, including but not limited to site development plan approval, soil and sedimentation permits, land disturbance permit and building permits. Reviews for permits and approvals include, but are not limited to the following:

- City of Virginia Beach Development Services Center – Site Plan Review
- City of Virginia Beach Public Works – Infrastructure Review
- City of Virginia Beach Public Utilities – Utilities Review
- Department of Environmental Quality – Certificate of Construct (CTC), required for projects with design flow greater than 40,000 gallons per day
- Hampton Roads Sanitation Department – Sanitary Sewer and Pump Station Review
- Virginia Department of Health – Review if connecting to existing water lines 12" or greater

2.d. Identify any anticipated adverse social, economic and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project.

We do not anticipate any significant adverse impacts with this project. With involvement of those who are truly committed to the welfare of the City of Virgnia Beach and reaching a consensus through workshops and community participation, any adverse impacts may be mitigated.

SBBCC adresses the public on the VB Arena project

2.e. Identify the projected positive social, economic and environmental impacts of the project.

Please see VOLUME II for this confindential information.

2.f. Identify the proposed schedule for the work on the project, including the estimated time for completion.

Please see VOLUME II for proposed schedule.

2.g. Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.

S.B. Ballard Construction Company has a long history of successfully completing high-quality projects on or ahead of schedule. In over three decades of business operations, we have never missed a date for beneficial occupancy by the Owner. Our team has carefully considered this project and all of its unique characteristics and, after extensive consultation, has prepared the preliminary schedule attachment included in Proprietary Volume II - Section 2.f. which illustrates how the work will be approached and successfully completed within the stated timelines. We are confident that we have properly sequenced the various phases and that we possess adequate resources to execute the work.

SBBCC will provide 100% Performance & Payment Bond to Assure Quality Safety Schedule.

2.h. State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the public entity's use of the project.

The City of Virginia Beach will retain the same ownership rights and responsibilities on the new facility as they currently do on any other City-owned facility, including legal liability, law enforcement, and ongoing operation of the complex.

Our Design-Build-Operate team recognizes the following Operational Elements mandated on the Owner's use of of the facility. These requirements will be incorporated in the project following the issuance of the Certificate of Occupancy for the facility.

Operational Elements:

- A qualified management Agreement
- At a minimum, agree to a "booking policy" where the VBCVB Sports Marketing unit would have space priority for all weekends (including Thursday's when needed) for tournament use from nine (9) months and out. Inside of nine (9) months, and other weekdays (Monday – Thursday, except where Thursday is excluded) the operator can program local league play.
- Work with the VBCVB Sports Marketing unit on any week-long events that require facility use beyond weekend periods when planned outside of nine (9) month booking policy timeframe.
- Work with the VBCVB Sports Marketing unit to set a pricing strategy that is competitive.
- Work with the VBCVB Sports Marketing unit to create city owned, operated and branded events.
- Work collaboratively with other management/operating groups in adjacent facilities for multi-venue opportunities.
- Work collaboratively on coordination of parking needs with adjacent facilities.
- Present other creative collaborative opportunities that meet our project objectives.

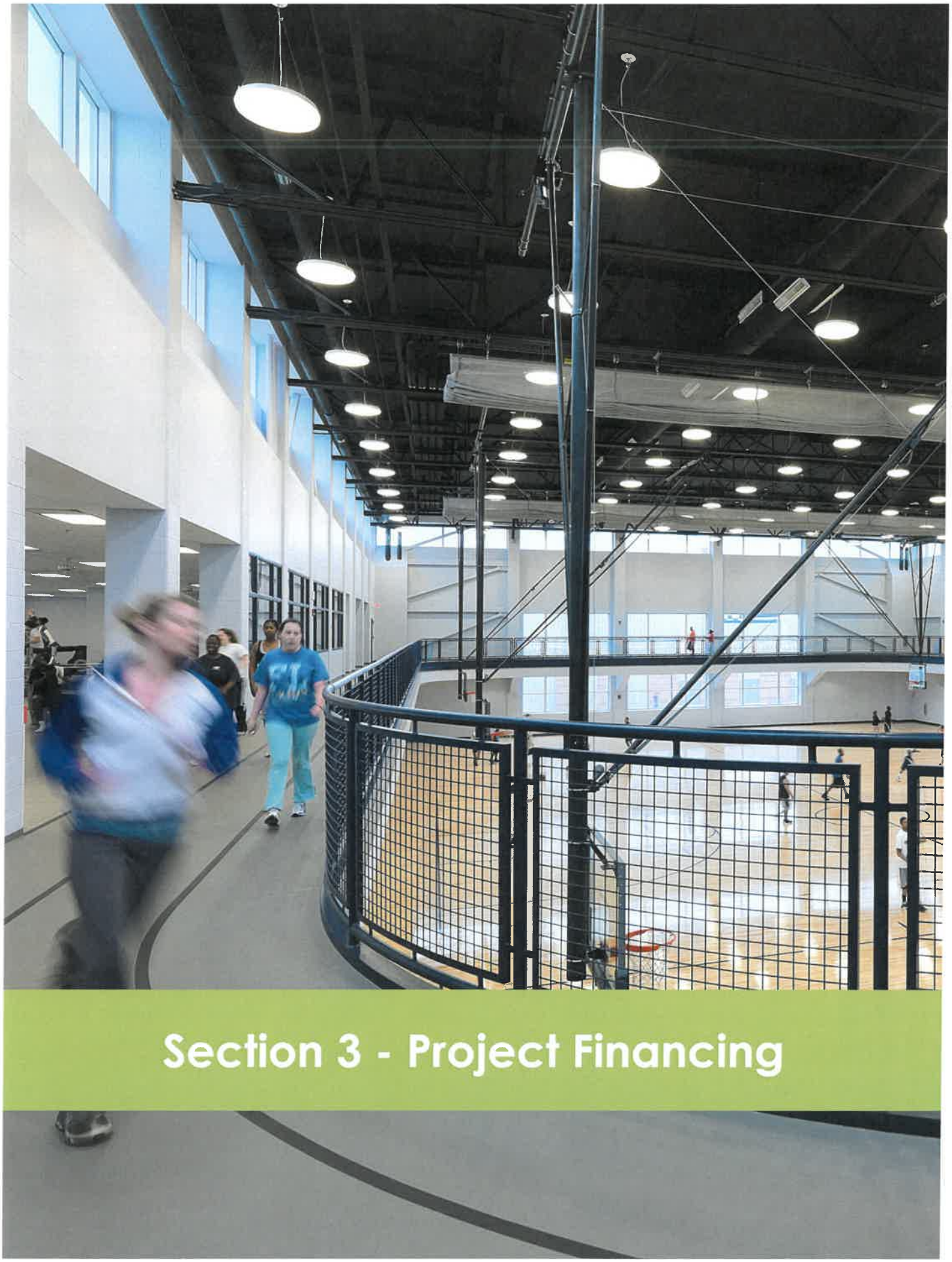
2.i. Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.

We do not anticipate any phased or partial openings of the proposed project prior to the completion of the entire work.

SBBCC, who is constructing the Virginia Beach Arena, will work meticulously through each schedule in order to avoid any conflicts or delays between the various projects in the area. We have years of success and experience constructing complex, multi-phased projects, on constrained, complicated project sites.

2.j. Describe any architectural, building, engineering, or other applicable standards that the proposed project will meet. Define applicable quality standards to be adhered to for achieving the desired product outcome(s).

Please see VOLUME II for this confindential information.



Section 3 - Project Financing

Section 3 Project Financing

a. Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment, or both.

Please see VOLUME II for this confindential information.

b. Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds.

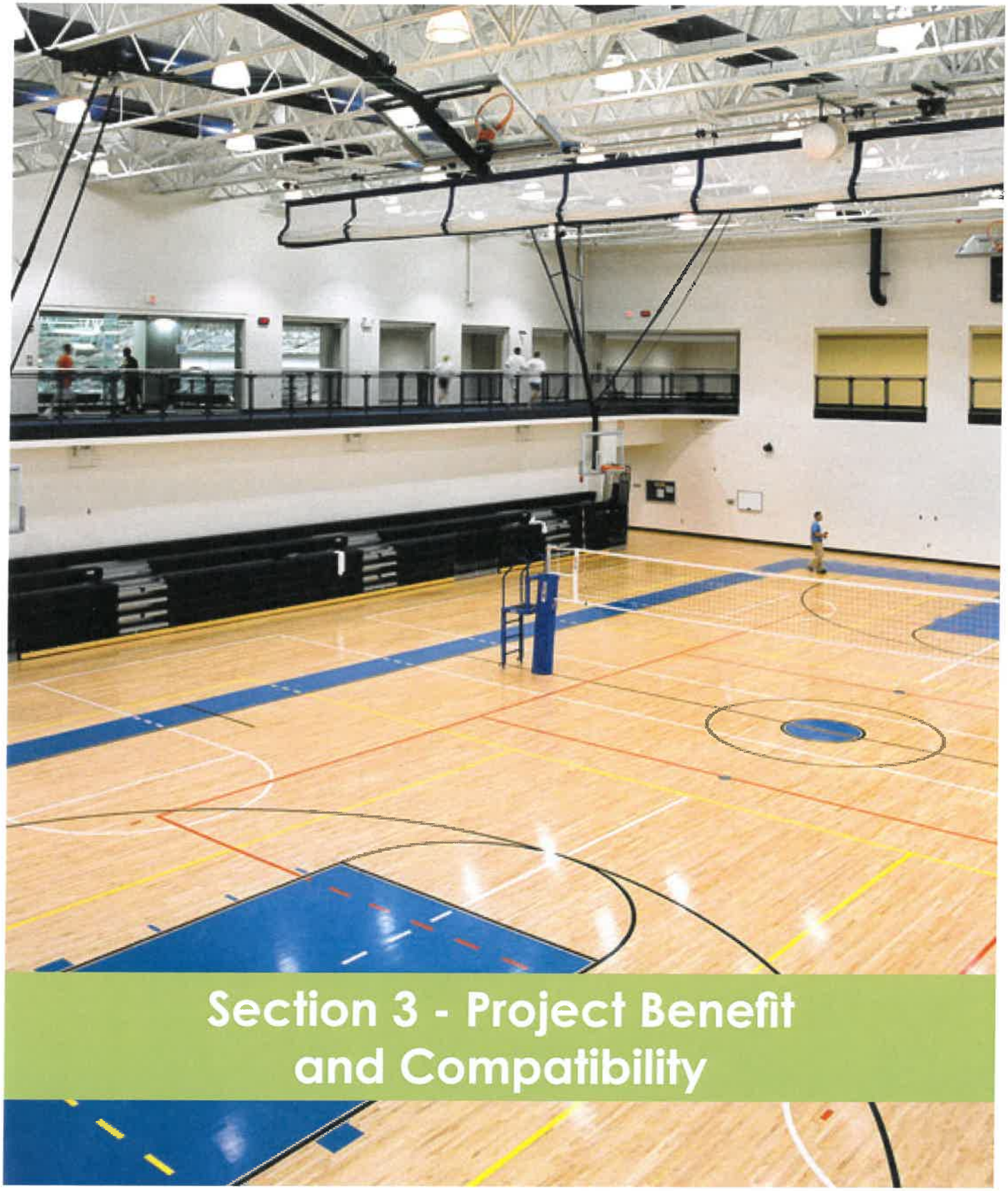
c. Include a list and discussion of assumptions underlying all major elements of the plan.

d. Identify all anticipated risk factors and methods for dealing with these factors.

e. Identify any local, state or federal resources that the private entity contemplates requesting for the project. Describe the total commitment, if any, expected from governmental sources (and identify each such source) and the timing of any anticipated commitment.

f. Identify any third parties that the private entity contemplates will provide financing for the project and describe the nature and timing of each such commitment.

Sections 3.b. - 3.f. are excluded from our submission. The City envisions the base building to be funded by public facility revenue bonds in accordance with the City's Capital Improvement Program. Our team, however, will provide financial options if desired.



Section 3 - Project Benefit and Compatibility

Section 4 Project Benefit and Compatibility

4.a. Describe the anticipated benefits to the community, region or state, including anticipated benefits to the economic condition of the City, and identify who will benefit from the project and how they will benefit.

Our team anticipates a variety of benefits to the community, region, and state, including but not limited to:

- Increased annual events in the area (with plans to exceed the City's estimated 36 additional events per year with an economic impact of well over $10 million)
- Increased number of visitors during colder and traditionally slow seasons for the Virginia Beach tourist and sports-related industry
- Economic impact of increases in admission tax, hotel tax, and restaurant tax
- Utilization of existing amentities and attractions of the community, including the Virgnia Beach Convention Center and Virginia Beach Arena
- Increased revenue for local, small businesses
- Increased jobs from construction operations while the project is underway
- Recruiting enhancements for local Universities and Colleges
- Increased interest in athetlics for high schools, middle schools, and elementrary schools with the opoportunity for more local tournaments
- Young resident extra curricular entertainment for a more active community

4. b. Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the project.

We encourage a highly interactive process with the various parties involved in the Sport Center's design, including staff, residents, community groups, surrounding businesses, administration, and other professionals. We are dedicated to working as part of a team—collaboration is not just a word, it is an ingrained characteristic of our project development approach.

We do not anticipate any public or government opposition for the project and although the City has solicited this proposal and is eager to move forward with the design, construction, and operation of the new Sports Center, we anticipate the following:

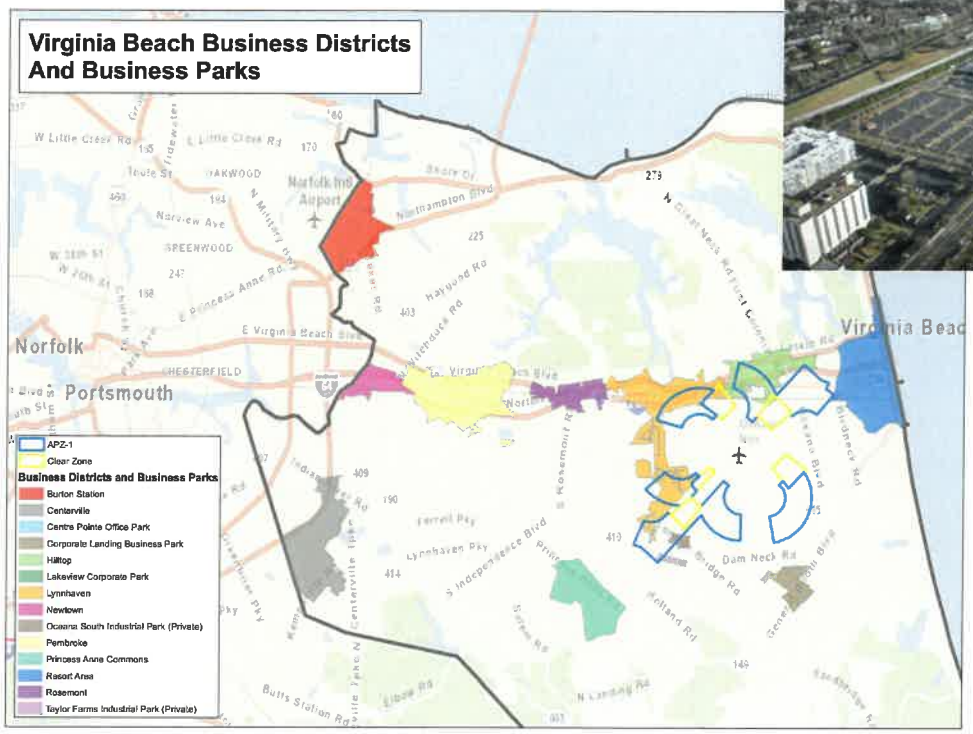
- Local business support
- Sports-related tourism growth
- Higher education institutional support
- Scouting opportunities
- Regional tournament awareness
- City staff support
- Hospitality industry support

According to public record, funding for the construction of the Sports Center includes $4 million in FY 2017-2018 and an additional $36 million in FY 2018-19. The project's debt will be paid from by the Tourism Investment Program (TIP) fund, which is made up of restaurant, hotel and admissions taxes.

4.c. Explain the strategy and plans that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project.

The Public Relations Strategy will be focused upon clarifying and refining the scope of the project, as well as, its impact upon the City and the general public. If required, the plan will include media briefings and talking points for all stakeholders. Targeted efforts will be directed toward local officials, legislators, local government agencies, as well as civic and community leaders.

We recognize that Public Private Partnerships work best when everyone impacted has an opportunity to provide input and understand the project. External communications to inform stakeholders and the general public about the progress and development of the project may include feature articles in local newspapers promoting the project, providing progress reports and encouraging support in project activities and the overall scope, timing and benefits; participation in state and local government level roundtables and other speaking opportunities or public forums. Our team recognizes the critically important relationship the City has with the surrounding neighborhood. This facility is much more than a building. It is a part of each district in the community.



We will work with the administration to determine the best approach including periodic updates and public meetings in the community, as necessary. SBBCC will organize and lead these public meetings. The design team, consultants, and operating team will also attend to address concerns and questions, similar to the approach taken on educating the public on the Virginia Beach Sports Arena.

We also have the capabilities to create a project website which will share information on the project, the team, and the design/construction process for anyone interested.

4. d. Explain whether and, if so, how the project is critical to attracting or maintaining competitive industries and businesses to the City or the surrounding region.

Please see VOLUME II for this confindential information.

4.e. Explain whether and, if so, how the project is compatible with the City's comprehensive plan, infrastructure development plans, capital improvements budget, or other government spending plan.

This section contains Proprietary/Confidential Information. Please see VOLUME II.

4. f. Explain how quality standards of the project will be satisfied in comparison with the qualities anticipated or proposed by the City of Virginia Beach for the project.

Design & Construction - Quality Standards

The Sports Center will be designed and constructed by a design-build team with a proven track record for quality and timely performance, in strict compliance with industry standards and practices, plans and specifications, state and federal laws, rules and regulations. Quality standards will be monitored and assured through special inspections by independent professional engineers and architects.

Operation - Marketing & Booking Policy

As requested in the Solicited PPEA Project Scope, and as with all SFM managed sports tourism venues, the management team will work closely with the VBCVB Sports Marketing unit to book. This includes providing the VBCVB Sports Marketing unit with priority booking for all weekends (and Thursdays) from nine (9) months out and working with the VBCVB Sports Marketing unit on promoting week long events.

SFM has a proven track record of pre-booking venues to goal prior to opening. This level of success was achieve at the Myrtle Beach Sports Center, Rocky Top Sports World, Round Rock Sports Center, and others. SFM's proprietary process for creating, booking, and hosting events/programs is responsible for driving tens of thousands of guest visits and tens of millions of dollars for direct economic impact annually.

SFM's marketing plan for the Virginia Beach Sports Center will be developed in collaboration with the VBCVB Sports Marketing Team. This includes focusing on two primary goals:

1. Hosting sports tourism events that drive economic impact
2. Enhance and grow community recreation, fitness, and sports programs in the area

To achieve the first business development objective, SFM will:

- Leverage SFM's Management Network to attract qualified, experienced Event Rights Holders (ERHs)
- Promote venue in appropriate national industry publications (i.e. Sports Events magazine, Venues Today, TEAMS, SBJ, Sports Facility Guide, etc.)
- Attend appropriate sports industry tradeshows and conventions (i.e. NASC, Connect Sports, and TEAMS)
- Work with the VBCVB Sports Marketing unit to increase regional and national visibility of Virginia Beach and the Virginia Beach Sports Center as a sports event destination
- Build relationships with National Governing Bodies (NGBs) and other Event Rights Holders (ERHs)
- Host FAM trips for NGBs and ERHs to show them the new venue and the area hotels and attractions
- Join and participate in appropriate hotel and lodging associations to build relationships and educate the stakeholders about the venue and sports tourism opportunity
- Build relationships with large regional sports clubs and teams which currently host or hold the potential to host tournaments & events

To achieve the second business development objective, SFM will:

- Provide opportunities for local teams and leagues to engage them and give them a sense of pride in the venue. They can then be advocates for hosting events in their "backyard."
- Create Monday through Thursday recreational, fitness, and sports programs for local youth and adults. This includes group fitness activities and recreational programs for all ages.
- Encourage participation in youth sports by hosting parents' night out, play dates, open houses, etc.
- Create and host area youth sports summit, bringing together the regions youth sports leaders to discuss current trends and learn more about how the venue can help meet their needs and accomplish our goals
- Host leadership events for coaches, athletic directors, and club directors for continuing education, networking, etc.
- Host camps and skills clinics for various sports and age groups to attract new sports participants

To demonstrate the depth and detail behind SFM's proven marketing strategy, we have provided an "SFM Marketing Guide" in Appendix B.

Pricing Strategy

SFM will work diligently with the VBCVB Sports Marketing unit to ensure rentals, programs, and events at the Virginia Beach Sports Center are competitively priced. This includes primary fees for rental rates and program fees, as well as, ancillary pricing details such as ticketing, parking, hotel rebates (when applicable), food & beverage expenses, sponsorship rates, and more.

Based on SFM's nationwide presence in the Sports Tourism industry and the number of assets under management, our firm has the unique ability to negotiate event fees with NGB's and Rights Holders on a regional and national scale. This allows our venues to command the best rates for facility usage while still keeping programs priced competitively for patrons.

Our pricing strategy will ensure that the facility generates as much revenue as possible for Virginia Beach, while driving economic impact, and not pricing the facility out of the market. For local programs, SFM will work with the community to ensure there is equitable access for all area residents. This includes discrete program scholarship opportunities for individuals and families who are need of financial support to engage in community programming.

City Owned, Operated, and Branded Events

SFM has extensive experience not only hosting rental events for rights holders and NGB's, but also in creating "home grown" events. These are events that are owned, operated, and branded by the Virginia Beach destination and facility. Building home grown events for core sports can take time to build a local data base of teams, coaches, and athletes to participate in City Owned Events. Therefore we would expect the split between outside events and locally owned events to start out heavier with rentals and to shift to more owned events over time. This allows us to retain key relationships for large outside events that drive tremendous economic impact, while also generating additional income through owned events.

City Owned, Operated, and Branded Events - cont'd

Specifically, SFM will:

- Build sporting events for basketball, volleyball, cheer, dance, mat based sports, futsal, and other proven tournament/event models.
- Work with future venue sponsors to host events that feature their products or services (ex dodgeball tournament with local sporting good store that sells those types of balls or craft beer fest featuring area breweries and distributors)
- Create City owned and operated events with the intention of hosting them every year. Examples in our other markets include dodgeball tournament, Winterfest, wing contests, food vendor shows, corn hole tournaments, and many more)
- Partner with local non-profit organizations to create the events described above with a portion of proceeds being awarded to the non-profit
- Collaborate with local parks and recreation to discover potential partnership opportunities for new events to accomplish our goals

4.g. Provide a statement setting forth participation efforts that are intended to be undertaken in connection with this project with regard to the following types of businesses:

(i) minority-owned businesses;
(ii) woman-owned businesses; and
(iii) small businesses.

Subcontractor Pre-qualification

There are three major factors to consider when selecting subcontractors: their financial health, experience of the firm and their on-site foreman, and their ability to properly staff the project. SBBCC evaluates each potential subcontrator using an extensive and detailed pre-qualification process.

With more than 39 years of experience, SBBCC fully understands the importance of developing relationships with key subcontractors. In fact, they are the lifeblood of any successful project. One of SBBCC's greatest strengths is our knowledge and relationship with various top firms in the Virginia subcontractor market. We have worked with the majority of the subcontractors and suppliers throughout the Commonwealth of Virginia and adjacent states and are very familiar with their qualifications and capabilities.

We have developed a subcontractor and supplier qualification system that we incorporate on all projects. In addition, the regional knowledge and familiarity with the local construction marketplace will be a tremendous asset in assisting us to identify and solicit the widest possible level of participation from firms and individuals that have the requisite skills and experience for the project. The following is a partial list of the criteria we use when pre-qualifying subcontractors, regardless of their size:

1. Financial qualifications
2. Experience with similar type facilities
3. Local marketplace workforce
4. Previous experience with SBBCC
5. Previous experience with the Client
6. SWaM (MBE/WBE/SBE) status
7. State & local license qualifications
8. Safety record and EMR for the last three years
9. Contractor references
10. Trade references
11. Litigation experience (if any)
12. Resumes of Project Managers and Superintendents
13. Resumes and background history of ownership
14. Previous experience with other Commonwealth of Virginia work
15. Disbarment status on federal, state and local agency work (if any)
16. Full Compliance with the SBBCC Safety and Quality-Control Programs

SBBCC's dedicated Estimating Department works hard to establish, maintain, and build relationships with the subcontractors and suppliers in the Commonwealth of Virginia. We know that these relationships are crucial to the success of SBBCC and will fully serve the best interests of the City. Our subcontractor database will allow us to match a subcontractor's ability to the scope of the new Sports Center project.

Small Business Participation

SBBCC will incorporate qualified SWaM-certified contractors into our procurement process. We routinely exceed the established goals set for our projects and we have developed a very efficient and successful system for including local and regional SWaM businesses.

S.B. Ballard Construction will take the opportunity during outreach events to inform the Small, Women and Minority – Owned subcontractors of upcoming projects of interest. This is an opportunity to meet the subcontractors on a one-on-one basis and share our bid process. We will give them the tools to register in our SharePoint bid system. Our bid site allows them to pre-qualify and view upcoming projects. Subcontractors can download the bid documents that they're interested in and receive invitations to bid and important information needed during the bidding process.

We will work closely with the City of Virginia Beach Purchasing Department and the City's Minority Business Council to ensure qualified subcontractors that have worked and registered with the City have a chance to bid all aspects of the project.

We will advertise the project in the minority newspaper Hampton Roads Messenger. Plans are posted on the Builders Exchange Norfolk and Richmond, The Dodge and Isqft.

SBBCC is committed to supporting the SWaM firms interested in working on our projects. Specific actions taken to accomodate SWaM firms include: joint checks, pay 2 times per month, and not enforce bonding as a prerequisite and co-sign bonds. When requested hard copies and CD's of the bid documents are supplied to the SWaM subcontractor.

After the SBBCC team has the opportunity to review the submitted qualification documents and materials, we develop scopes of work that allow smaller but otherwise qualified contractors to participate. Where possible, we createreduced package sizes to ensure that opportunities on these projects aren't strictly limited to larger, established firms. The potential contractors will still meet the same high standards established for all subcontractors, but through this approach, a greater number of small firms are able to participate in the project.

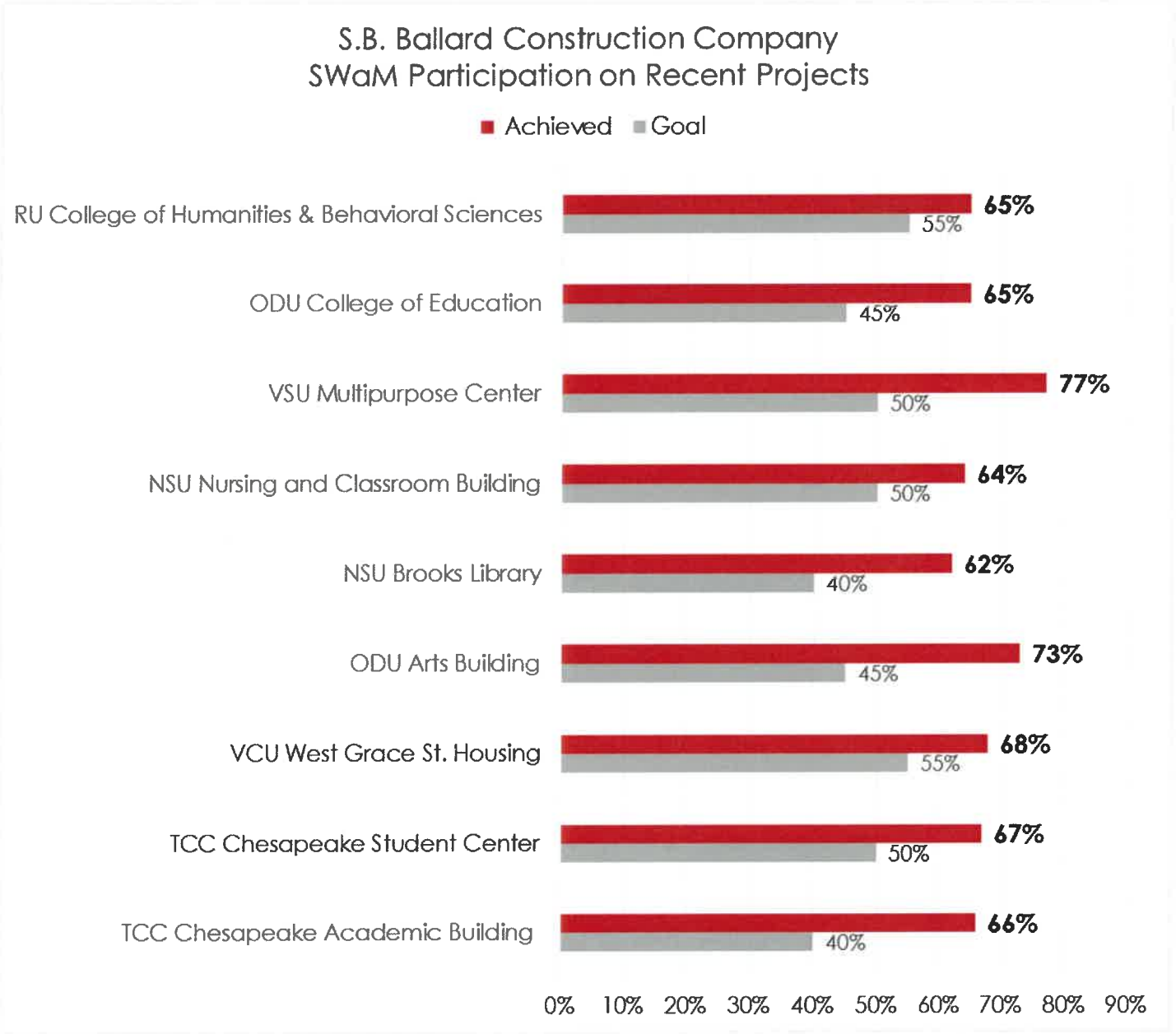
On some occasions, it is not possible to develop smaller scope packages on larger specialty trades since it is highly desirable to have one large, financially secure firm hold full responsibility for a trade package. Examples include structural systems or mechanical packages. In these cases SBBCC has a record of working closely with the large trade contractors to assist them in developing their own smaller package subcontractor scopes so a greater number of small, local companies can still participate, but the client's quality-control safeguards and product warranties are not negatively impacted.

Subcontractor/Supplier Open House

Subcontractor/Supplier Open House

In addition to the methods we utilize to enhance the participation of local SWaM firms, it bears stating that not only does SBBCC move aggressively to enhance business opportunities for such designated companies, but that through our finely-tuned program guidelines, we consistently gain exceptional results.

Not only do we meet our client's very high requested levels of participation by SWaM firms, we exceed them, often achieving levels of participation that are in excess of 60%.



SBBCC is seriously invested in continuously improving the selection of quality trade contractors in the various regions where we build and have found that the most reliable way to accomplish this is through a nurturing process that enables small, minority, and women-owned companies to be involved on projects they might otherwise never aspire.

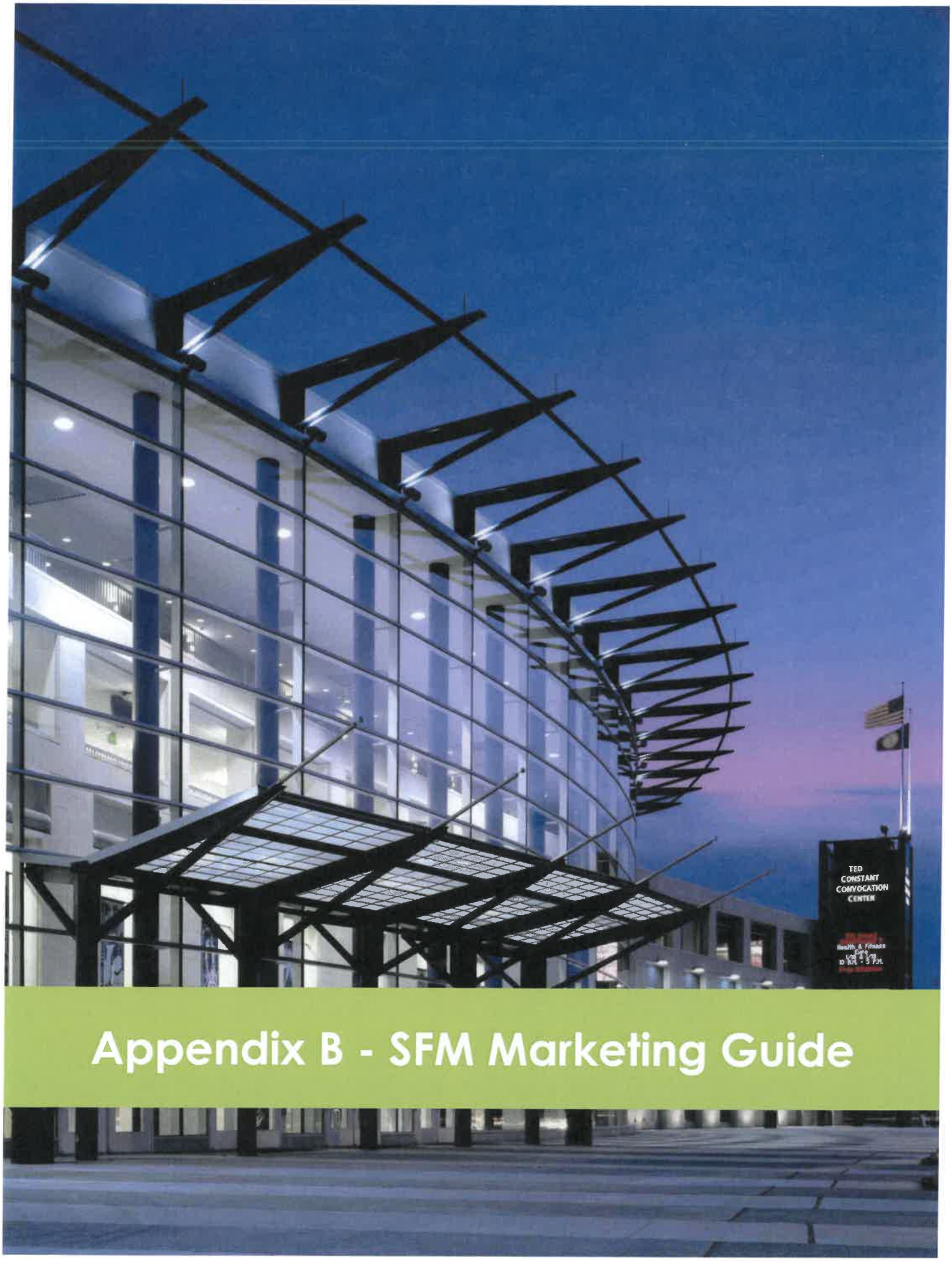
Average SWaM Participation: 66%

S.B. Ballard will recommend to the Owner that any subcontractor over $100,000 should be able to provide a bond. The subcontractor may not necessarily be required to provide the bond, but we would recommend that the subcontractor has the ability to provide one. Special exceptions will be made for minority contractors and SWaM participation contractors.

Memorandum of Understanding with the State
SBBCC is honored to participate as a sponsor and participant in Small Business workshops, panels and networking opportunities throughout the State. We work closely with small, disadvantaged organizations to connect with SWaM members on S.B. Ballard projects.

Design-Build Contractor S.B. Ballard Construction Company is a certified small business and is committed to meeting and exceeding all SWaM project goals.

DSBSD Certification #724450



Appendix B - SFM Marketing Guide

SFM FACILITY; PRE-PLANNING PROVEN APPROACH

MARKETING & BUSINESS DEVELOPMENT STRATEGIC APPROACH

SFM
THE SPORTS FACILITIES MANAGEMENT™

SALES & MARKETING STRATEGY

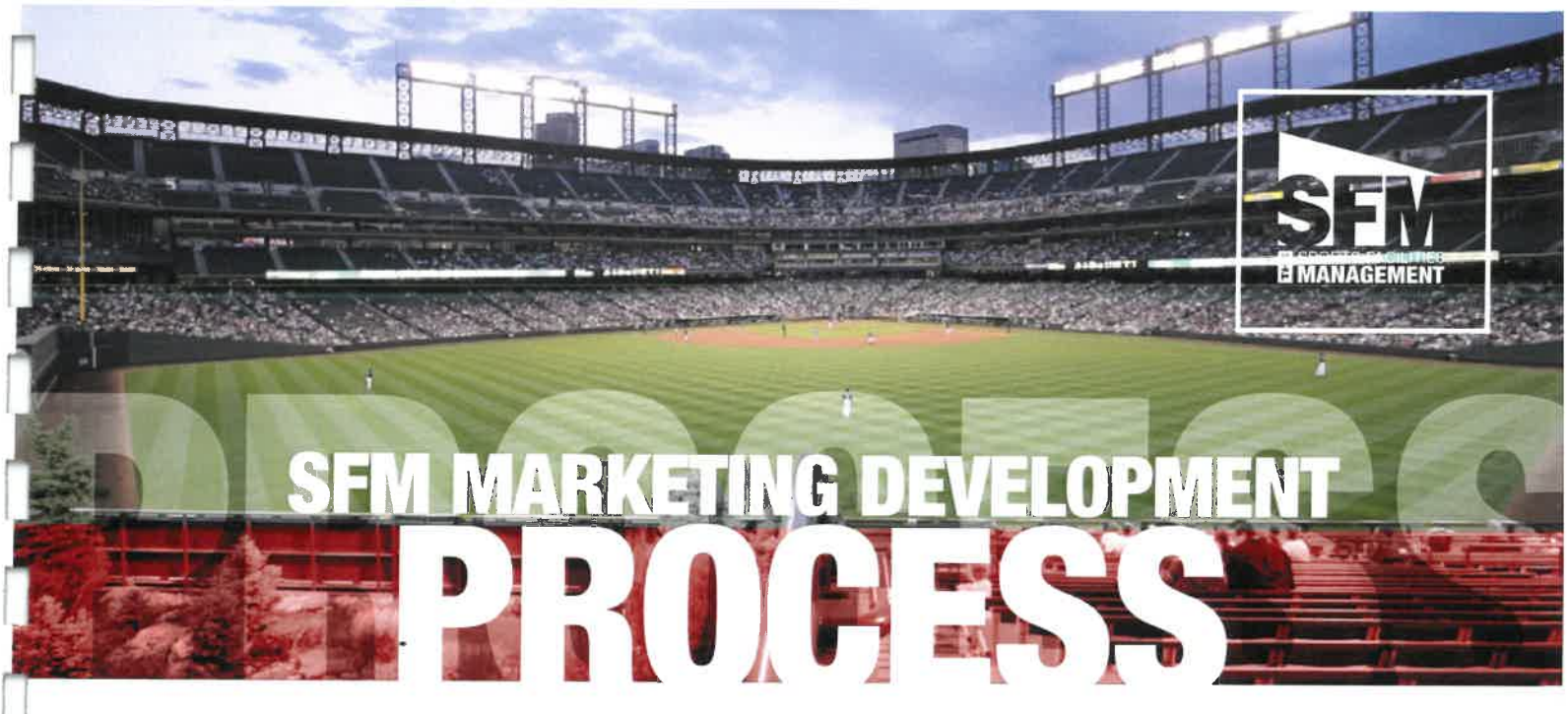
SPORTS & RECREATION: SALES & MARKETING APPROACH

The sports venues' sales and marketing plan has been developed to achieve 5 goals:

1) Maximize number of events / number of participants in owned programs
2) Maximize revenue through branding, advertising, and sponsorship
3) Create and maintain a positive image within the community
4) Overcome existing market factors
5) Demonstrate fiscal responsibility across all sales and marketing functions

These goals are designed to be the driving force behind SFM's effective management of the venues. Please note that each goal is followed by objectives and a number of strategies to accomplish each objective. This format enables all staff members and venue stakeholders to have a clear and concise plan that is easily interpreted and adjusted as new objectives and strategies emerge.

SFM THE SPORTS FACILITIES MANAGEMENT



SFM MARKETING DEVELOPMENT PROCESS

RESEARCH

STAKEHOLDER MEETINGS / BUSINESS REVIEW

During the first phase of the SFM marketing development process, our team identifies key value propositions, unique elements of the project and community, and completes a thorough business plan/pro forma review. During this research period, competitors and other factors are analyzed.

STRATEGIZE

STRATEGIC MARKETING & BUSINESS DEVELOPMENT PLANNING

Using the project research from step 1 and industry best practices, both short term and long term strategies are defined and customized to unique market/project factors.

MATERIALIZE & EXECUTE

SFM MARKETING PACKAGE DEVELOPMENT

The SFM Marketing Package is comprised of three main components: the SFM Graphic Kit, marketing accounts, and awareness campaign. The SFM Graphic Kit includes design assets necessary for the early stage pre-opening marketing process including the website. The awareness campaign is launched 12-9 months prior to opening and may be prior to any staff hires.

LEAD & GUIDE

BUSINESS DEVELOPMENT & SPONSORSHIP LEADERSHIP

Coached by the SFM Marketing Department, facility staff develop relationships with key community stake holders, decision makers, and local businesses. A facility valuation document, sponsorship guide, and strategic direction empower staff to make the most of every sponsorship opportunity.

TRAIN & SUPPORT

ON SITE TRAINING & ONGOING SUPPORT

Once both the general manager and business development director positions are fulfilled, the SFM marketing team crafts a custom training document with marketing strategy, planning tools, and lead generation goals which is delivered to the staff in an on-site training session. Ongoing strategy, reporting, and support is provided throughout the life of the management contract.

TRACK & REPORT

TRACKING & REPORTING

Based on the overall facility budget, the marketing budget outlines spend and forecasts sales outcomes/ROI. Aligned with the strategic marketing plan and industry best practices, the marketing budget is allocated across major revenue streams and for facility/destination awareness campaigns.

goal 1:

MAXIMIZE THE NUMBER OF EVENTS AND/OR PARTICIPANTS

SFM THE SPORTS FACILITIES MANAGEMENT

OBJECTIVE 1.1

Objective 1.1: Partner with sports and leisure tourism stakeholders to maximize venue traffic and economic impact.

- Host initial meeting with Sports Tourism officers, Leisure Tourism officers, CVB, and other stakeholders, to establish joint strategy for attracting local, regional, and national events to venue.
- Conference on a regular basis to stay informed about upcoming bids, FAMs, conferences, and overall event sales strategy and venue availability.
- Develop collaborative marketing campaigns and promotions to provide value adds to event bids, as well as enhance current and recurring events at the venues.

OBJECTIVE 1.2

Objective 1.2: Attract and host local and regional community/corporate events

- Leverage relationships with school districts to host major school events
- Highlight venue flexibility to the corporate community and attract corporate and civic meetings (i.e town halls, luncheons, etc)
- Partner with existing events to create enhanced community opportunities
- Work with the Chamber(s) and other business organizations to promote the venue as a destination for meetings and events
- Host networking events or unique team building activities for local business board members and decision makers to drive early-stage facility interest

ATTRACT
EVENTS
DEVELOP
RELATIONSHIPS

OBJECTIVE 1.3

Objective 1.3: Attract and host sporting events that drive economic impact for the region

- Leverage SFM's Management Network to attract qualified, experienced Event Rights Holders (ERHs)
- Promote venue in appropriate national industry publications (i.e. Sports Events magazine, Venues Today, TEAMS, SBJ, Sports Facility Guide, etc)
- Attend appropriate sports industry tradeshows and conventions (i.e. NASC, Connect Sports, and TEAMS)
- Work with CVB/Sports Commission to increase regional and national visibility of sports complex as a sports event destination
- Build relationships with National Governing Bodies (NGBs) and other Event Rights Holders (ERHs)
- Host FAM trips for NGBs and ERHs to show them the new venue and the area hotels and attractions
- Join and participate in appropriate hotel and lodging associations to build relationships and educate the stakeholders about the venue and sports tourism opportunity
- Build relationships with large regional sports clubs and teams which currently host or hold the potential to host tournaments & events

OBJECTIVE 1.4

Objective 1.4: Attract and host consumer and tradeshows

- Foster relationships with local boat and auto clubs to host annual shows
- Identify local vendors and craftsman in the market and develop new consumer shows that currently do not exist (i.e. home, garden, and patio shows, antique show, quilt show)
- Work with Leisure Tourism Marketing Director to identify possible clients and collaborate on sales efforts in the specific business line
- Utilize industry event databases to identify and develop relationships with potential regional Events Rights Holders

OBJECTIVE 1.5

Objective 1.5: New event creation through partnerships and SMG/SFM owned and operated events

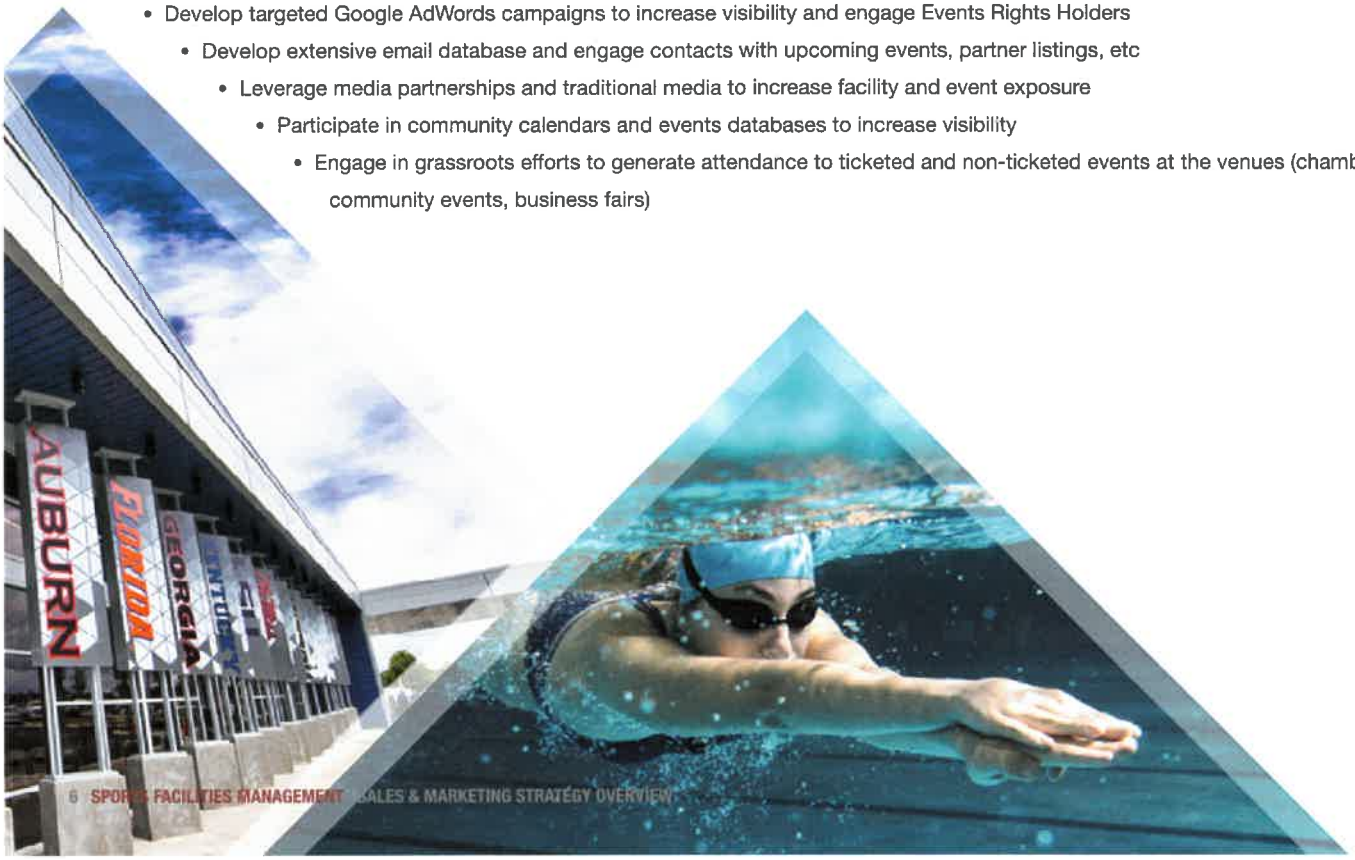
- Work with future venue sponsors to host events that feature their products or services (ex dodgeball tournament with local sporting good store that sells those types of balls or craft beer fest featuring area breweries and distributors)
- Create SFM owned and operated events with the intention of hosting them every year. Examples in our other markets include dodgeball tournament, Winterfest, wing contests, food vendor shows, corn hole tournaments, and many more)
- Partner with local non-profit organizations to create the events described above with profit sharing
- Collaborate with local parks and recreation to discover potential partnership opportunities for new events

ENGAGE THE DIGITAL LANDSCAPE

OBJECTIVE 1.6

Objective 1.6: Utilize a variety of marketing strategies to drive events and attendance

- Utilize and promote the venue website as a place to get info on upcoming events, venue booking, partner listings, etc
- Utilize social media (Twitter, Facebook, Instagram, etc.) as a platform to announce upcoming events, as well as to engage NGBs, teams, competitors, and attendees before, during and after their event
- Utilize social media re-marketing to increase contact engagement and website visits
- Advertise venue and sports fields in appropriate publications
- Expand digital advertising presence and engage appropriate agency to assist with Search Engine Optimization (SEO)
  - Develop targeted Google AdWords campaigns to increase visibility and engage Events Rights Holders
    - Develop extensive email database and engage contacts with upcoming events, partner listings, etc
      - Leverage media partnerships and traditional media to increase facility and event exposure
        - Participate in community calendars and events databases to increase visibility
          - Engage in grassroots efforts to generate attendance to ticketed and non-ticketed events at the venues (chamber events, community events, business fairs)



STRATEGY

goal 2:

MAXIMIZE REVENUE THROUGH BRANDING, ADVERTISING, & SPONSORSHIP

SFM
THE SPORTS FACILITIES MANAGEMENT

OBJECTIVE 2.1

Objective 2.1: Develop and enhance advertising and sponsorship inventory

- Conduct a thorough (and ongoing) evaluation of available physical, digital, and experiential inventory
- Develop relationships with local business owners to create custom sponsorship opportunities
- Leverage user data and Facebook Pixel information to provide valuable statistics about visitor spending potential and demographics
- Create new inventory pieces to attract new categories of sponsors and renew current sponsors
- Package inventory items together to create unique opportunities that meet each sponsors specific objectives
- Establish rack rates for inventory items, as well as package rates based on a percentage of overall value as a means of ensuring appropriate sponsorship valuation; adjust these rates over time to reflect the current market and industry standards
- Work with local agency or graphic expert (potentially on staff) to develop sales kits that include sponsorship and advertising inventory
- Develop naming rights proposal and include a dynamic cross section of inventory

MAXIMIZE THE VALUE OF SPONSORS

OBJECTIVE 2.2

Objective 2.2: Develop sponsor target list and sales strategy

- Identify potential naming rights sponsors through local and regional business research, create and execute outreach plan
- Join community organizations to be able to attend networking events in an effort to build relationships that can develop into strategic partnerships. (i.e. Chamber of Commerce, CVB, etc)
- Develop media partnerships to enhance advertising inventory and to provide more promotional opportunities for the venue
- Identify potential clients using business directories and other lists
- Identify potential food and beverage category sponsors to partner on concession areas, food court/seating areas, etc.
- Create custom facility valuation documents and sponsorship documents, use 'triple win' approach to build custom sponsorship opportunities for highest value potential sponsors

STRATEGY goal 3:

CREATE & MAINTAIN A POSITIVE IMAGE WITHIN THE COMMUNITY

SFM
THE SPORTS FACILITIES MANAGEMENT

OBJECTIVE 3.1

Objective 3.1: SMG/SFM to have a consistent presence in the community

- Share venue success stories, new hires, and outstanding performance with the community through local and national distribution of press releases
- Utilize social media to share venue success stories, new hires, promote local businesses, highlight the positive impact of the venue for kids and families
- Participate in a volunteer activity once a quarter as a facility team
- Develop partnerships with service organizations to increase number of opportunities for involvement
- Encourage staff to participate on non-profit boards

OBJECTIVE 3.2

Objective 3.2: Support local non-profits and civic groups to foster goodwill in the community

SUPPORT
NON-PROFITS

- Explore facility rental discounts for certain groups in an effort to accommodate their needs in the venue
- Advertise specifically to these organizations for corporate outings, meetings
- Incorporate rental discount and venue availability for potential sponsors and their affinity non-profit partners.
- Maintain and grow relationships with non-profit organizations to expand our network of ticket distribution opportunities
- Identify events that match the mission of certain organizations and partner with them in an effort to raise their profile in the community and potentially give back portions of ticket revenues
- Offer non-profit group ticket buys as part of event specific sponsorship packages

STRATEGY goal 4:

OVERCOME EXISTING MARKET FACTORS

SFM THE SPORTS FACILITIES MANAGEMENT

OBJECTIVE 4.1

Objective 4.1: Highlight the venue site/city as a family entertainment destination

- Partner with community organizations to develop strategies to market and promote the city and venue
- Partner with restaurants and hotels to create packages around events taking place at the venues
- Partner with mom/parenting blogs and other family centric media outlets to promote the venue
- Collaborate with city's assets as a collection and develop cross-promotion campaigns
- Actively pursue positive reviews and listings in travel-guide type websites such as Yelp, Trip Advisor, and regional travel blogs

BRAND THE DESTINATION

OBJECTIVE 4.2

Objective 4.2: Enhance and grow local youth sports in the area

- Provide opportunities for local teams and leagues to engage them and give them a sense of pride in the venue
- Encourage participation in youth sports by hosting parents' night out, play dates, open houses, etc
- Create and host area youth sports events, bringing together the regions youth sports leaders to discuss current trends and learn more about how the venue can help meet their needs and accomplish our goals
- Host leadership events for coaches, athletic directors, and club directors for continuing education, networking, etc.
- Host camps and skills clinics for various sports and age groups to attract new sports participants

OBJECTIVE 4.3

Objective 4.3: Use creative and out of the box thinking to enhance image to NGBs and ERHs

- Develop unique marketing ideas for events that set us apart from other venues in the region
  - Offer a full service, one stop shop approach to smaller events to take the pressure off of them
    - Use venues and assets in alternative ways to create awareness and generate confidence in NGBs and ERHs

STRATEGY goal 5:

DEMONSTRATE FISCAL RESPONSIBILITY ACROSS ALL SALES & MARKETING FUNCTIONS

SFM
THE SPORTS FACILITIES MANAGEMENT

OBJECTIVE 5.1

Objective 5.1: Utilize trade partners for marketing needs when possible

- Use available inventory and assets to trade for products and services such as printing, advertising, creative, etc.
- Use a variety of trade partners to meet specific needs that utilize the least amount of sellable inventory

OBJECTIVE 5.2

Objective 5.2: Create unique revenue opportunities

- Monetize our inventory by using industry expertise to properly value our assets
- Use initiatives and products that would normally be an expense, as a revenue generator by making them available for sponsorship opportunities. (i.e. venue mobile app, wifi sign in page, etc)
- Utilize concession points of sale as sponsor opportunity with potential community non-profit tie in via a donation prompt
- Create SFM owned and operated events to generate additional revenue

OBJECTIVE 5.3

Objective 5.3: Enhance digital assets to create more event awareness, improve customer service, and increase revenues

- Partner with a digital agency to improve SEO and digital visibility of venue website
- Partner with a digital agency to utilize online display media (online advertising, retargeting)
- Utilize Social Sign In to create more engaging content for attendees, as well as generate revenue through sponsorship opportunities

OBJECTIVE 5.4

Objective 5.4: Plan, track, and report on marketing expenses and demonstrate ROI

- Utilize marketing budget planning and tracking tools to achieve accountability with the operational team and maximize visibility with management and the City
- Utilize industry best practices for marketing budget allocations
- Proactively determine ROI for major marketing and sales expenditures