



Sports Facilities Advisory | Sports Facilities Management
Eric Sullivan, Partner • esullivan@sportadvisory.com • (727) 674.2363

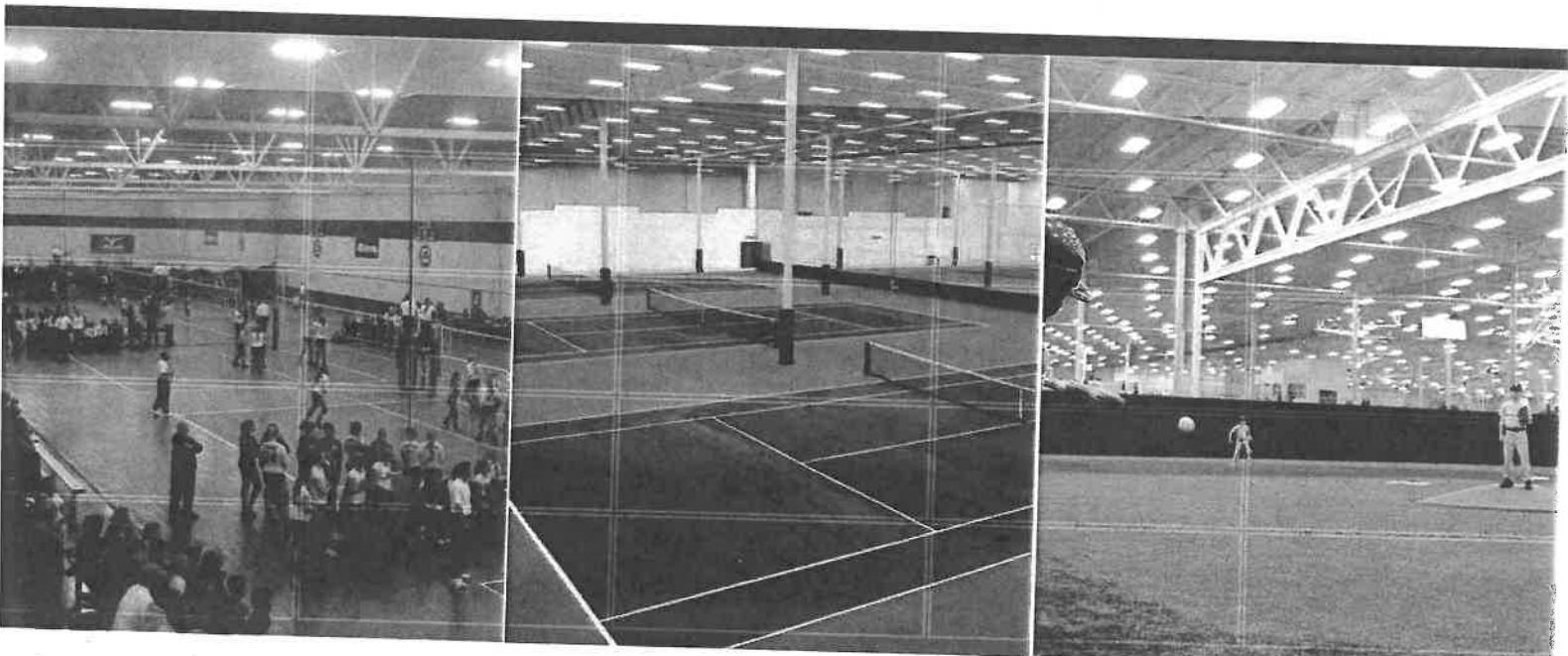


Margate Community Redevelopment Agency

Feasibility Study for Community Center
RFP NO. MCRA 2016-03

RFP February 9, 2016 | Margate, Florida

City of Margate • 5790 Margate Boulevard • Margate, FL 33063
Purchase@margatefl.com • (954) 935.5258



RFP NO. MCRA 2016-03
COMMUNITY CENTER FEASIBILITY STUDY

COVER LETTER

The Sports Facilities Advisory (SFA) in collaboration with Lose & Associates are pleased to present this submittal packet to the Margate Community Redevelopment Agency ("MCRA") in response to the Request for Proposals (RFP) for the preparation of a Community Center Feasibility Study ("CCFS"). The SFA mission is to dramatically improve the health and economic vitality of the communities we serve.

Understanding the MCRA is requesting proposal packages from qualified, professional firms ("Proposer" or "Proposers"), we believe we have the very best team and process to serve you well. Our study will consist of a Market and Demand Analysis that will meet the needs of the City of Margate ("City"), Cost and Space Analysis including layout options, recommendations, and final report/presentation. Additionally, our study will provide you with the industry's most accurate financial forecast and operating plan for the five (5) years following grand opening.

Founded in 2003, SFA has provided planning, funding, opening, and management services to a portfolio of more than \$5 billion in planned and operational sports complexes. SFA does more than assess and plan facilities; through The Sports Facilities Management (SFM) the firm also provides management oversight to numerous facilities across the country encompassing fitness, sports, tournaments, family fun, recreation, education, teambuilding, and cultural assets. This provides the SFA|SFM Team with a vast understanding of what is happening in the sports and recreation market as industry thought leaders and a current real-world understanding of operational realities.

To support the site analysis, concept design, and cost-estimating phase, SFA has teamed with Lose & Associates. Lose & Associates excels at distinctive, efficient and effective design. Each opportunity is approached with the needs of both the client and the community in mind -- achieving a balance amongst budget, use and aesthetics. The multi-disciplinary team looks at all aspects of a project, ensuring that interior and exterior elements flow and function as one and complement their surroundings.

The Sports Facilities Advisory and Lose & Associates enter this qualification process with the understanding and anticipation of working with the MCRA and the City to arrive at the structure and approach that produces the highest likelihood of success for this project. I, Eric Sullivan, will serve as the main contact person for the MCRA and the City for the proposal and all project related matters.

Sincerely,



Eric Sullivan
Partner
The Sports Facilities Advisory
The Sports Facilities Management
Cell: (231) 631-1102
ESullivan@sportadvisory.com

EXHIBIT A
CONSULTANT CHECKLIST – RFP MCRA 2016-03

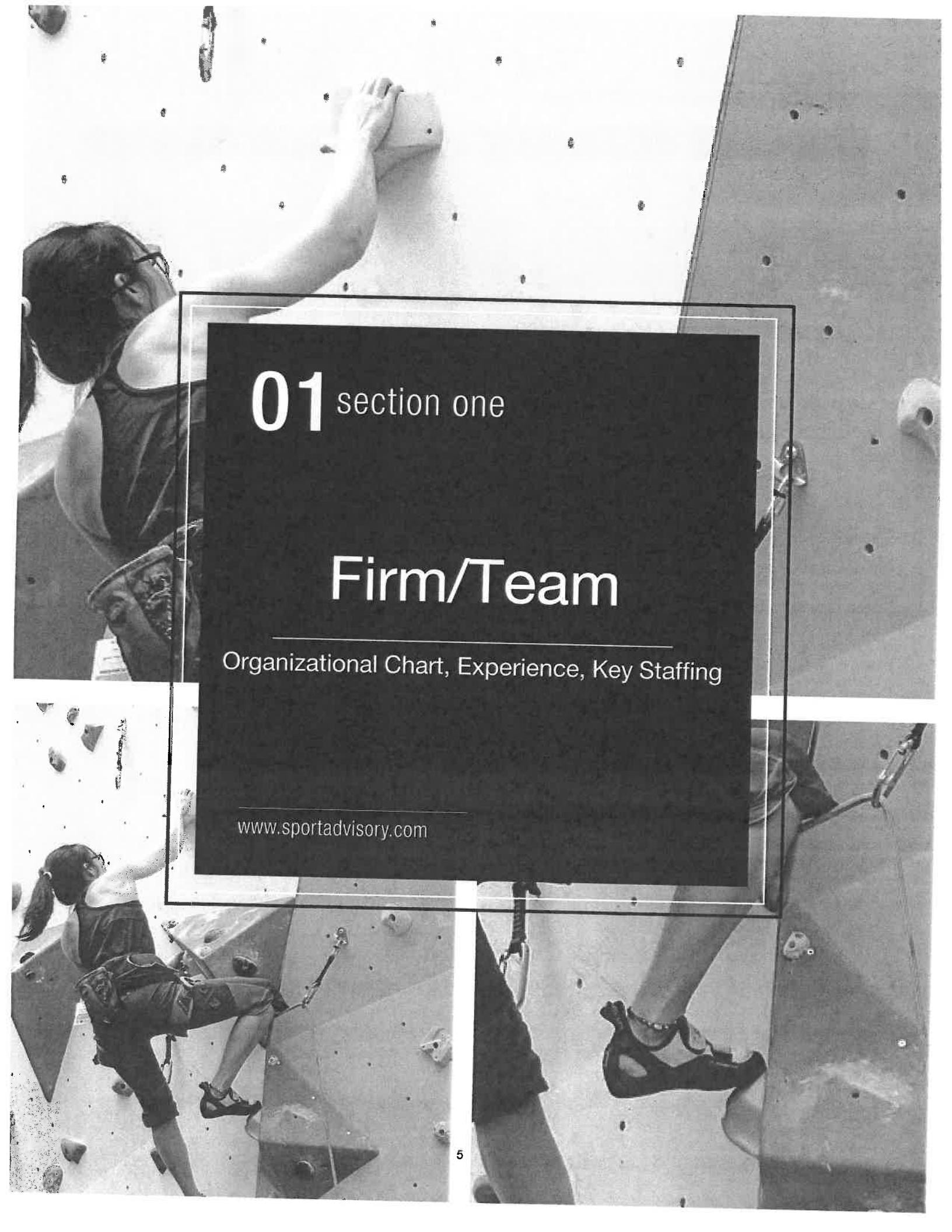
Note:

- A) This Exhibit must be included in RFP immediately after the cover letter.
- B) RFP Package must be put together in order of this checklist.
- C) Any supplemental materials must appear after those listed below and tabbed "Additional R.F.Q. Information".

1. Cover letter
2. Copy of this Check List (Exhibit A)
3. Firm/Team Organizational Chart
4. Firm's Experience
5. Key Staffing (Name, Title and years with firm only. **Do not include a resume here.** All resumes, if included, should be included under "Additional RFP Information" tab.)
6. Approach to Project Management
7. Fee Proposal
8. Offeror's Qualification Statement*
9. Offeror's Certification*

Table of Contents

- 5 Firm/ Team
- 7 Firm Overview
- 9 Project Experience
- 20 Project Management
- 25 Proposed Fees
- 27 Qualification Statement & Certification
- 32 Additional RFP Information



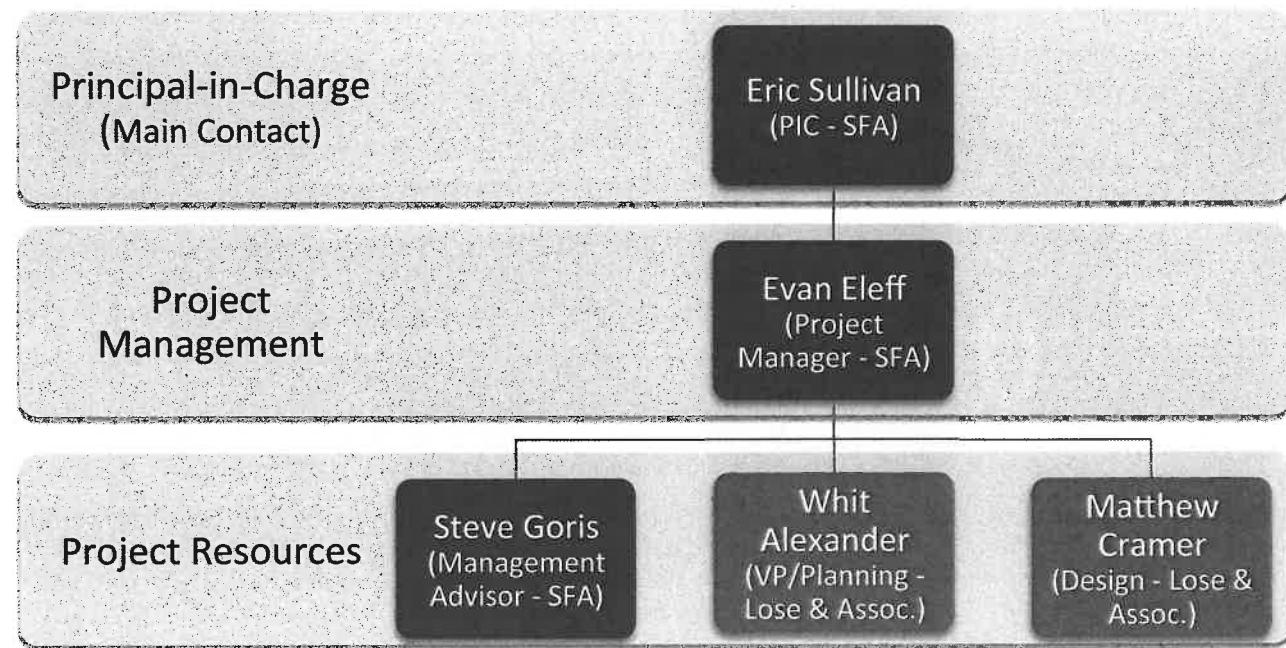
01 section one

Firm/Team

Organizational Chart, Experience, Key Staffing

www.sportadvisory.com

FIRM/TEAM ORGANIZATIONAL CHART



FIRM'S EXPERIENCE



THE SPORTS FACILITIES ADVISORY &
THE SPORTS FACILITIES MANAGEMENT

The Sports Facilities Advisory & Management are transforming the sports industry through enterprise level program planning, financial forecasting, and proven management that supports the requirements of today's financing sources. We serve government clients and private developers and have overseen the successful planning and opening of today's most notable and successful facilities.

Since our 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 \$5 billion in sport, recreation, fitness, and entertainment venues.

Our management services include full time and management consulting services which improve current operations and provide public and private owners with enterprise level marketing, event bookings, membership sales, sponsorship sales, operations management, bookkeeping, human resources, legal/risk management, and much more.

We are deeply connected throughout the community 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 and SFM you are also directly connecting with the national governing bodies, best vendors, designers, financiers, and skilled operators from around the world.



LOSE & ASSOCIATES, INC

Lose & Associates, Inc. is a corporation founded in 1982 that offers a full range of professional recreation design, landscape architectural, architectural, engineering and land planning services. Because members from all of our design disciplines regularly participate on our parks and recreation projects, our projects are more likely to be strongly coordinated in the fine details of design.

We have developed a reputation as leaders in the area of parks, public spaces, greenways, sports field and recreation design and construction document preparation throughout the southeastern United States. Our reputation is built on exceptional performance in delivering projects on time and within budget, on preparation of detailed opinions of probable cost, strategic and comprehensive scheduling and detailed construction administration.

We believe in our chosen fields, and many members are active in related professional associations. Company founder David Lose served as a trustee of the National Recreation and Parks Association (NRPA) Board of Trustees for six years and as Chair for three. President Chris Camp served on NRPA's National Policy Forum, Southern Regional Council, and was past Chair of NRPA's diversity committee. Company vice president Whit Alexander, ASLA, LEED® AP, served on the Georgia Recreation and Parks Association Board of Trustees as chair of the Planning, Design and Development section and is active in the American Society of Landscape Architects Parks and Recreation Professional Practice Network. Additionally, Wayne Gay, CPRP, who joined our firm in 2011 after serving as a park director for cities in Alabama and Georgia for over 25 years, is a former member of the Board of Trustees of the NRPA and is a member of the GRPA Hall of Fame. Through these associations, we have developed a reputation as leaders in recreation consulting services throughout the southeastern United States.

Our professional staff members are active in the American Society of Landscape Architects and the American Institute of Architects. Team irrigation designers have held state offices in the Irrigation Association. Our civil engineers pursue expanded accreditation such as Certified Floodplain Manager (CFM) and Certified Professional in Erosion and Sedimentation Control (CPESC).

As a member of the U. S. Green Building Council, Lose & Associates is dedicated to the conservation of our earth's resources. We have studied and applied recent innovative designs for re-use of water runoff and of energy-conserving building sites and landscape features. Many of our professionals are LEED® certified, and we always attempt to weave green building practices into our designs.

SALVATION ARMY RAY & JOAN KROC CORPS COMMUNITY South Bend, IN



Date of Performance: June 2008- January 2012

SFA | SFM's Role: SFA worked with the Salvation Army from the early-stage planning and programming and financial forecasting and budgeting through management and operational assistance. SFA helped to build out the program plan, create the organizational chart, and create and implement the detailed project and construction timeline. SFA was heavily leveraged by The Salvation Army and the Kroc Center officers throughout the pre-opening and Grand Opening of this community recreation complex.

Scope of Work:

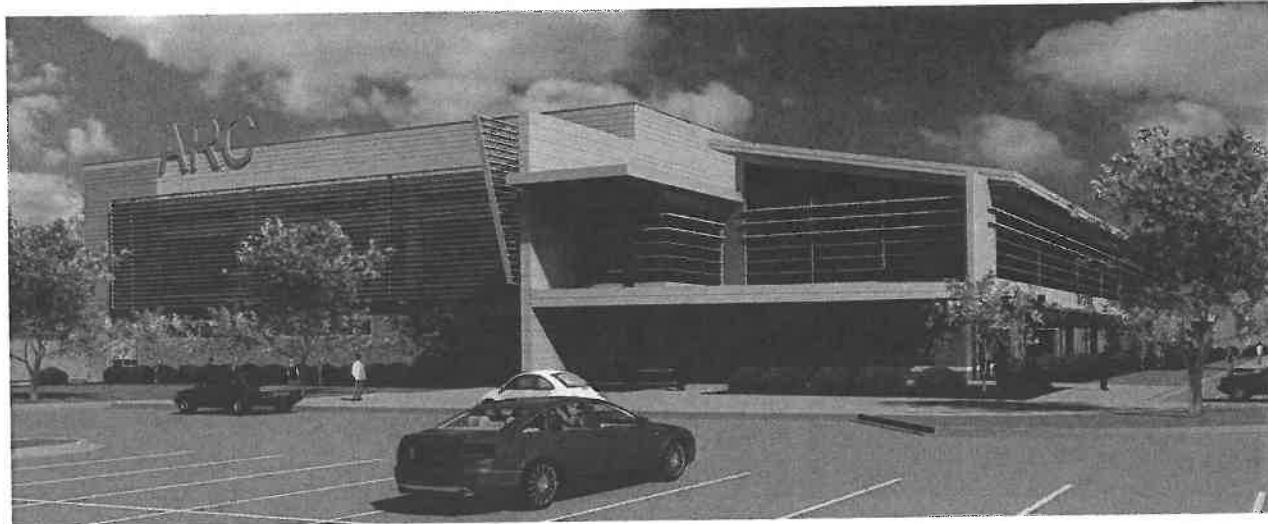
- Market Study
- Design and Master Planning
- Program/ Activity Plan
- Financial Plan and Forecast
- Development Plan and Timeline
- Vendor Bid Negotiations
- Operations Manual
- Staff Hiring
- Pre-opening Systems Set-up
- Management and Operations Plan

Relevant Projects

The Sports Facilities Advisory | The Sports Facilities Management

WOODRIDGE COMMUNITY RECREATION CENTER

Woodridge, IL



Date of Performance: January 2012-June 2013

SFA | SFM's Role: SFA was sole-sourced on this project to complete a review of existing and historic documents and data as well as a market study. Next, SFA facilitated on-site planning and strategy meetings while also conducting site tours and leading key stakeholder interviews. This initial work has led into the completion of a full financial forecast (pro forma) and feasibility study.

Scope of Work:

- Historic Document & Existing Data Review
- Market Study
- On-Site Planning/Strategy
- Site Tours
- Stakeholder/User Group Interviews
- Public Surveys & Outreach
- Development of Financial Forecast (Pro Forma) Documented Feasibility Study
- Presentation of Findings

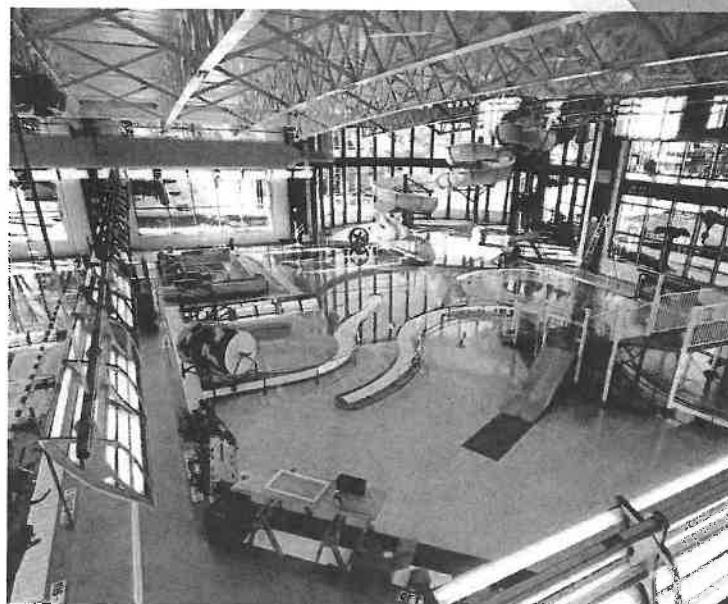
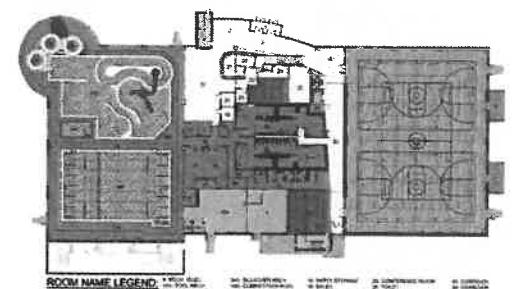
REFERENCE:

Mike Adams, Executive Director
Phone: (630) 353-3300
Email: madams@woodridgeparks.org

THE HUB COMMUNITY RECREATION CENTER

Marion, IL

SFA | SFM Teaming with Counsilman-Hunsaker



SFA | SFM and Counsilman-Hunsaker's Role: SFA|SFM were engaged to produce feasibility study, cash flow forecasts, and a management plan for this highly publicized community recreation center. After completing design of the recreation center, the city retained the team of Counsilman-Hunsaker and Sports Facilities Management to provide Pre-Opening Management Services and ongoing Full-Time Management Services for the first five years of operation which includes marketing, sponsorship and advertising sales and work with City officials.

Pre-Opening Services:

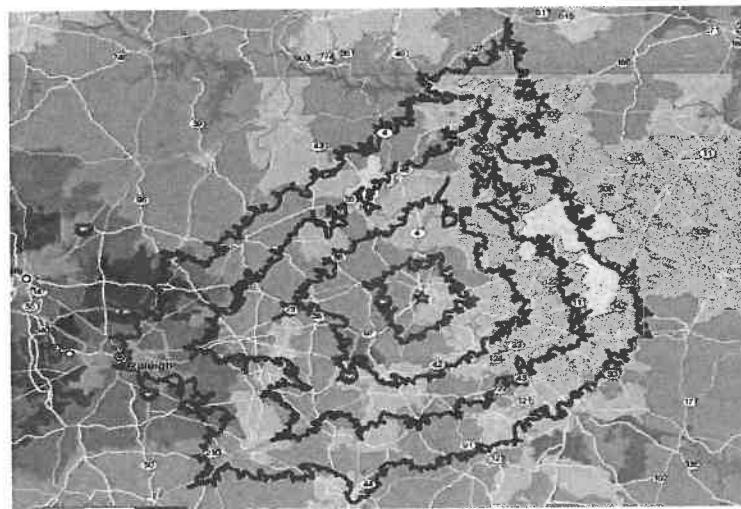
- Timeline of activities along with action items and due dates
- Staffing requirements and on-site training
- Budgeting and accounting
- Sales and marketing
- Operating procedures and policies
- Program development
- Recommendations for the selection of aquatic vendors
- Negotiating sponsorships and advertising
- Aquatic facility job descriptions and training requirements

Full-Time Management Services:

- Progress oversight and reporting to all vested parties
- Annual Business Plan
- Monthly “budget vs. actual” meetings and monthly action planning sessions
- Unlimited access to the SFA & CH library of Customer Service, Group Events Sales,
- Revenue Optimization Resources
- Monthly owners report and board/owners meetings

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

REFERENCE:

Charles Penny, City Manager
(252) 343-3101
Charles.Penny@RockyMountNC.gov

Relevant Projects

The Sports Facilities Advisory | The Sports Facilities Management

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

REFERENCE:

Greg Patterson, Assistant Mayor
(865) 201-2366
Gpatterson@seviercountytn.org

Completed: 2013

Located: Kingsport, Tennessee

Client: City of Kingsport

Role: Landscape Architect, Architect, Civil Engineer

Construction Cost: \$23,428,542



Kingsport Aquatic Center & The Greater Kingsport Family YMCA

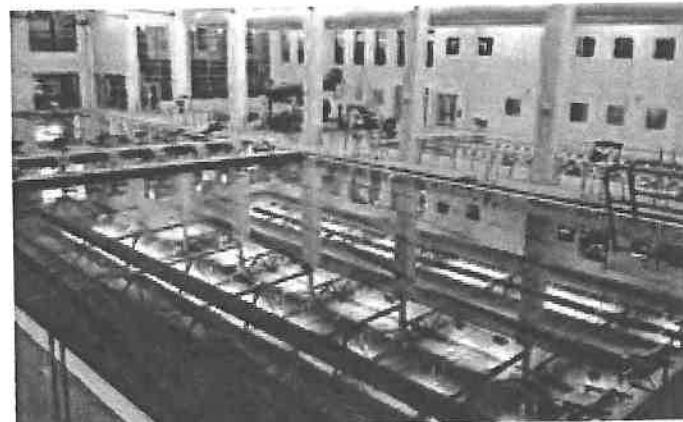
The City of Kingsport desired to develop a year-round aquatic facility that could also serve as a competition venue to host swim meets and increase tourism. The Greater Kingsport Family YMCA had plans for new recreation facilities that would offer the citizens of Kingsport and the surrounding area wellness/fitness training opportunities. In a wise collaborative effort, the City of Kingsport and the Greater Kingsport Family YMCA developed a partnership, and utilized a donated property from Eastman Chemical Company. The overall master plan for the facility has been developed to allow for both aquatic and wellness facilities to be expanded in the future. Lose & Associates was the prime designer for this two-in-one, \$23 million project. Our firm developed preliminary and final designs, construction documents, bidding documentation, and cost estimates. We also provided project coordination and construction services for the facilities.

Indoor Aquatic Amenities:

- 8-lane, 50 meter pool
- 4-lane warm pool
- concession stand
- locker room
- restroom
- party rooms
- wet training room
- leisure pool with slide and spray feature
- spectator area with 420 person seating

Outdoor Aquatic Amenities:

- leisure pool with play structure
- 700 linear-foot lazy river
- lily pads
- waterslide tower
- bathhouse with lockers
- staff and lifeguard rooms
- staff offices



Completed: 2009

Located: Cullman, Alabama

Client: City of Cullman Parks & Recreation Department

Role: Landscape Architect, Civil Engineer, Architect, Planner

Construction Cost: \$14,355,999.00

Awards: State Quality of Life Award

LOSE & ASSOCIATES, INC.

LANDSCAPE ARCHITECTURE • ARCHITECTURE • ENGINEERING • PLANNING

WWW.LOSEASSOC.COM



Chester Freeman Wellness Center

Lose & Associates was selected to develop a site master plan and designs for a new 67,000 SF family recreation and aquatics center building.

Wellness & Aquatic Center Amenities:

- two basketball courts
- a swimming pool
- wellness/fitness center
- conference room
- sauna
- office
- storage spaces
- locker rooms/dressing rooms
- concessions area
- lobby computer lab
- support equipment
- indoor mezzanine walking track
- fitness area
- exercise equipment and aerobic workout

Indoor Natatorium Amenities

- spa
- six-lane competition pool with diving well and a 1-meter board
- a leisure pool with a vortex therapy area with spray ring and a zero-entry kids' area with a portable drop slide

Outdoor Amenities

- 8-lane competition pool with a diving well plus 1-meter and 3-meter boards
- leisure pool
- large zero-entry beach and younger-child spray features. This pool extends into a large child play area with dumping bucket, pier, open flume slide and other play features. At the far end is a climbing wall



Completed: 2008

Located: Gainesville, Georgia

Client: City of Gainesville Parks & Recreation

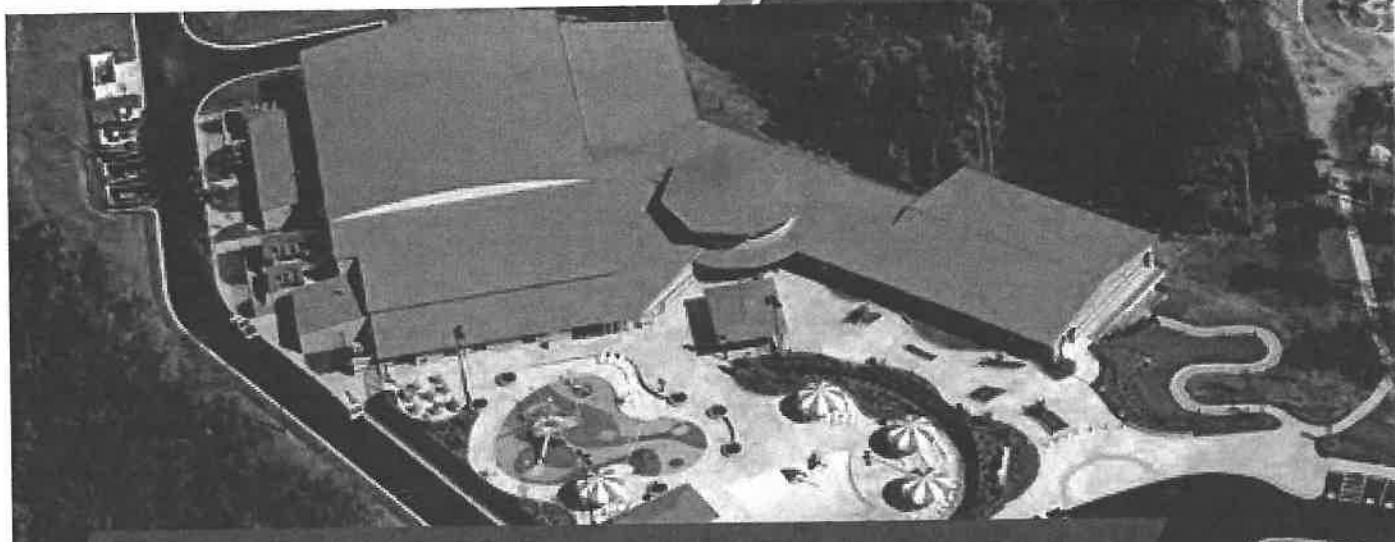
Role: Landscape Architect, Civil Engineer, Planner

Construction Cost: \$16,400,000

LOSE & ASSOCIATES, INC.

LANDSCAPE ARCHITECTURE • ARCHITECTURE • ENGINEERING • PLANNING

WWW.LOSEASSOC.COM



Frances Meadows Aquatic Center

Lose & Associates, in conjunction with aquatics designer Markey and Associates, completed the master plan design and construction documentation for this 46,457-square-foot aquatic facility. Phase 1 construction documents were prepared for the mass grading and utility infrastructure to expedite the construction process ahead of the completion of the facility and building plans. Site work began in the fall of 2006. Phase 2 construction documents were subsequently prepared for the aquatic center package, including the buildings, pools, and site finish work. Construction was completed on August 30, 2008 with the city's formal dedication ceremony on September 17, 2008.

Amenities

- 10-lane, 25-yard indoor competition pool plus a four-lane therapy pool
- Interactive pools: a splash pad featuring various spray play features and a pool with zero-depth entry, a current channel, a vortex and intertwining circular slides
- Interior spaces including: lobby / reception area with staff offices, two community / activity rooms, concession area, pump rooms and outdoor mechanical spaces, catering kitchen facilities and other support amenities



Completed: 2012

Located: Ware County, Georgia

Client: Ware County, Georgia

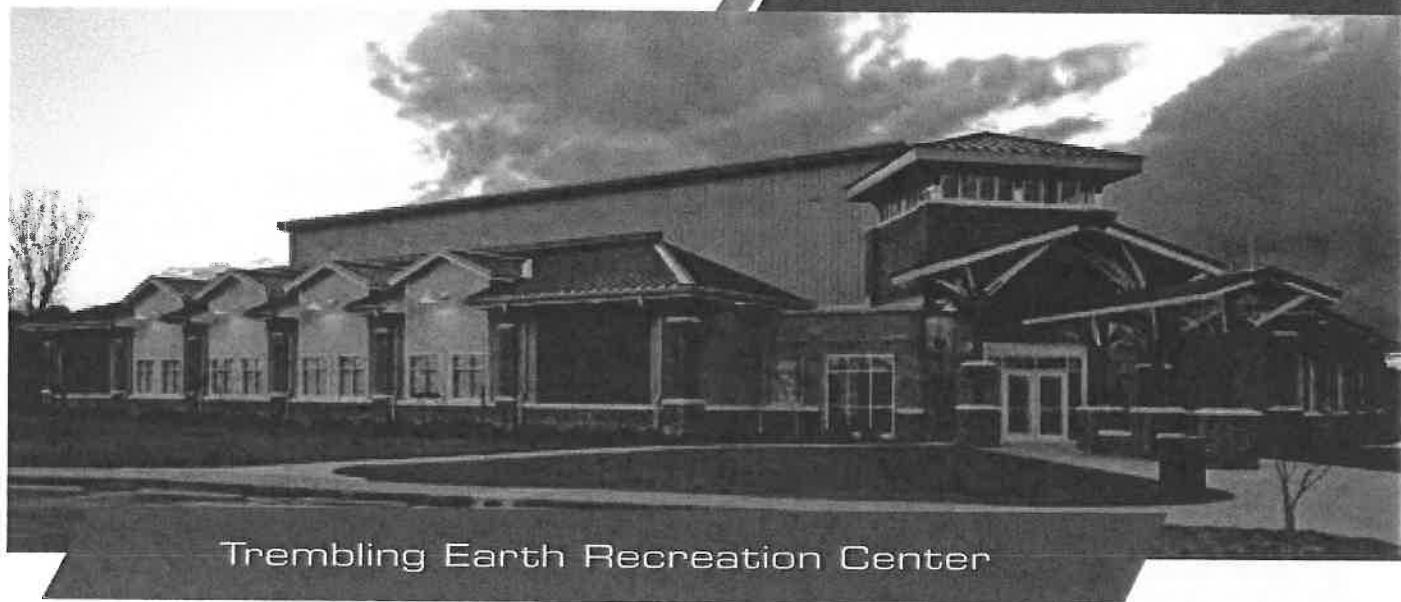
Role: Architect, Landscape Architect, Planner, Civil Engineer

Construction Cost: For all phases \$15 million

LOSE & ASSOCIATES, INC.

LANDSCAPE ARCHITECTURE • ARCHITECTURE • ENGINEERING • PLANNING

WWW.LOSEASSOC.COM



Lose & Associates Inc., originally produced a 20-year master plan for development of a 268-acre site that is interspersed with wetlands. The firm was able to make efficient and effective use of the available space to provide Ware County with a quality facility that will serve the needs of the community for years to come. In addition to serving community recreation needs, the facility was designed to host youth and adult athletic tournaments. Phase IV of the project opened in 2012.

Phase 1 Amenities: Opened 2003

- 85 acres including a championship youth baseball/softball facility
- Roads, parking, and site utilities
- Irrigation lake

Phase 2 Amenities: Opened 2005

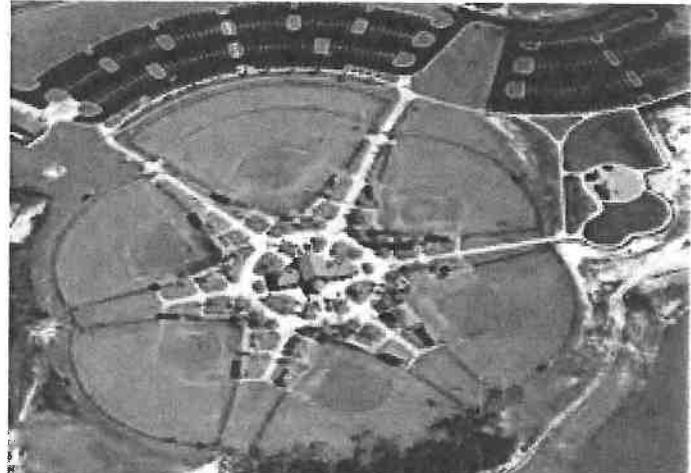
- Four-field adult softball tournament facility
- Restroom/concessions building with storage

Phase 3 Amenities: Opened 2006

- Football/soccer facility
- Large-scale pressbox/concession/restroom building
- Playground
- Picnic facilities
- Walking trails around the lake
- A second lake

Phase 4 Amenities: Opened 2012

- Development of a multi-use recreation center
- Double-court gymnasium designed with movable curtain walls
- 9 community meeting rooms
- Park administrative offices
- Concession areas
- Restrooms
- Storage



Completed: 2014

Located: Nashville, Tennessee

Client: Metropolitan Government of Nashville & Davidson County

Role: Architect, Landscape Architect, Civil Engineer

Construction Cost: \$29,300,000

LOSE & ASSOCIATES, INC.

LANDSCAPE ARCHITECTURE • ARCHITECTURE • ENGINEERING • PLANNING

WWW.LOSEASSOC.COM



**Southeast Community Center, Library, Park, & Ford Ice Center:
A Redevelopment Project at the former Hickory Hollow Mall**

In early 2013, the Metropolitan Government of Nashville & Davidson County, Tennessee conducted a qualifications-based competition to convert an underutilized suburban retail mall into the new Southeast Regional Community Center, Branch Library and Park. The project was awarded to the design-build team led by local contractor, American Constructors, Inc. and principal design firm, Lose & Associates, Inc. with library consultant, HBM Architects.

New programming for the facility includes a 79,000 square foot LEED® Gold new branch library and community center. The state-of-the-art library features designated children and youth areas, computer work stations, a community room and café. The community center includes a new gymnasium with fitness areas, an elevated walking track, and green roof with a rooftop terrace. As part of the project, a new 3.5 acre park replaced an asphalt parking lot.

The park includes a quarter mile walking trail with six fitness stations along the eight-foot wide path and playground.

In addition to the new community center, library and park, the Southeast Davidson Ice Center, an 86,000 square foot LEED® Gold building, is part of this new recreation campus. This facility includes two ice rinks for recreational skating, hockey leagues and figure skating. The building also houses staff offices, skate rental center, a pro-shop with equipment repair center, a video training room and elevated viewing room, and a full service concession facility. The facility manager of the Ice Center is the Nashville Predators, Nashville's National Hockey League (NHL) team.



KEY STAFFING

SPORTS FACILITIES ADVISORY, LLC.

Eric Sullivan, *Partner* - 10 years with the firm

Evan Eleff, *Vice President* - 3 years with the firm

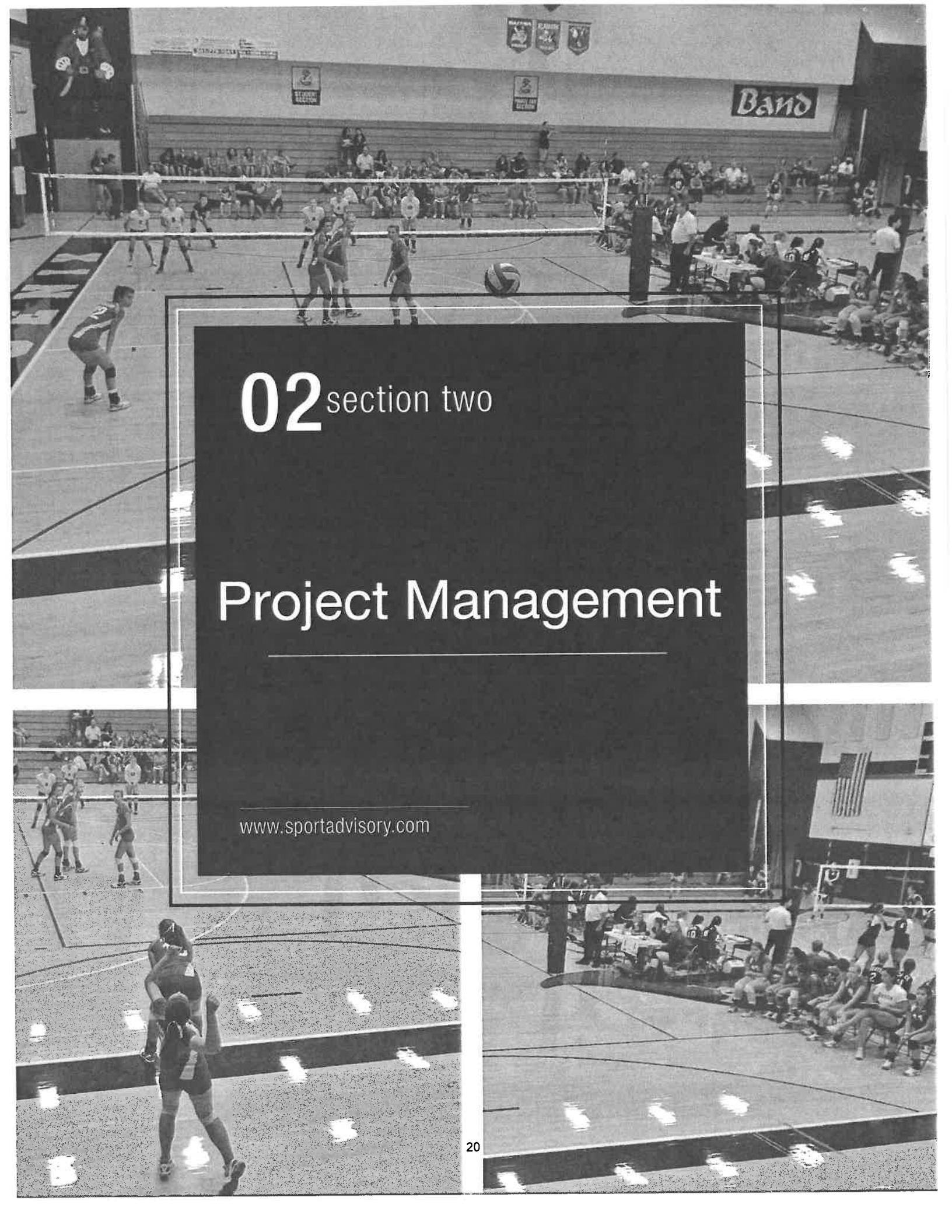
Steve Goris, *Management Advisor* - 2 years with the firm

Dan Morton, *Business/Financials Analyst & Project Manager* - 4 years with the firm

LOSE & ASSOCIATES, INC.

Whit Alexander, *Owner & Vice President* - 19 years with the firm

Matthew Cramer, *Director of Architecture* - 11 years with the firm



02 section two

Project Management

www.sportadvisory.com

APPROACH TO PROJECT MANAGEMENT

PROJECT UNDERSTANDING & APPROACH:

This section will demonstrate how SFA envisions the structure, approach, and overall strategy of the assignment. SFA understands that this RFP is being issued by The Margate Community Redevelopment Agency (“MCRA”) to assess the feasibility of a “Community Center” that will serve as an anchor attraction for the Margate City Center. As part of this process, SFA will evaluate opportunities that serve a variety of residents’ needs including recreation, fitness, culture, and social interaction. The goal of determining the feasibility for a Community Center of this type is perfectly aligned with SFA’s core competency.

The process and methodology proposed in this RFP response has been effectively utilized to support the development of tens of millions of dollars in similar projects across the United States. This process has been refined by SFA and proven affective for more than 700 communities. SFA will work closely with MCRA and City Officials to ensure we understand your definition of success and critical development factors. SFA will assign a dedicated Account Executive to oversee this process to provide a consistent point of contact for MCRA and the City and to “quarterback” SFA’s extensive internal and external resources.

In the following pages, SFA and Lose & Associates have provided an overview of the proposed process to complete the Community Center Feasibility Study. For each of the proposed steps, we have identified what item from the Scope of Services in the RFP will be covered:

SCOPE OF SERVICES

Step 1: Existing Data Review & Market Study

In this step, SFA will review any existing data, documentation, and resources related to the proposed Community Center and other recreation initiatives in the area. This includes the Parks and Recreation Comprehensive Plan identified in the RFP. The market research, which will encompass demographics, sports participation in the region, and an analysis of existing service providers (competition), will culminate with a Market & Demographics Study to encompass drive time analysis, population and density, income and spending, growth trends, etc. The market study will also include a competitive set analysis that inventories and analyzes Community Centers in the region.

This first step will also include a formal “kickoff” during which we will address project history, planning and strategy, necessary analysis and scope, methodology, and desired outcomes. This step assists SFA in learning potential contributors to success for your project as well as potential challenges, and we will discuss any suggestions or modifications that could ensure a greater likelihood of success. This kickoff call will also help to ensure that SFA and your team are aligned regarding information sharing and project milestones moving forward.

In this Step, SFA will fulfill requirements “A” and “C” from the RFP.

Step 2: Site Visit & Strategic Development Planning Session

The on-site work and meetings will help to provide insights into the project history, scope, needs, purpose, goals, and constraints. This step also assists SFA in learning potential contributors to success for your project as well as potential challenges, and we will discuss any suggestions or modifications that could ensure a greater likelihood of success. The Strategy Session will encompass a presentation of the market

RFP NO. MCRA 2016-03
COMMUNITY CENTER FEASIBILITY STUDY

research and discussions related to project goals, design considerations, the funding strategy, and the management plan. Also, SFA will tour any parcels or buildings that you may be considering and provide feedback and recommendations.

Our time on site will serve to equip both you and SFA with a foundation for the important decisions related to the strategic direction of the project. This is critical to SFA's ability to complete a detailed pro forma, as well as other potential future deliverables and support throughout the funding/capital acquisition phase. This session will allow us to truly understand and analyze the various sports and program areas that are being considered, as well as space requirements and design elements, the business model and programming, market trends and characteristics, the financing strategy and structure, and potential competitors to the facility and the business model; all integral to the approach we take in assessing financial and overall project feasibility.

During these initial meetings, we will discuss our findings, reactions, and recommendations related to the site(s) you are considering, facility concept, program plan and design considerations, and business model. We will also address "order of magnitude" suggestions to maximize revenue and utilization, as well as other topics such as field/court rental, in-house programming, addressing demand for league/training/tournament/event space, and potential ancillary program/product offerings. This information will be focused on both local usage and sports tourism events that are able to pull participants from more than 50 miles away from the location.

While onsite, we will also conduct "public outreach" to engage community residents and garner feedback related to the recreation, fitness, cultural, and social activities they would like to see in this project. Information will be gathered through a series of "stakeholder interviews" or focus groups, as well as, through an open public "town hall" meeting forum. SFA and Lose will work with the MCRA to schedule these meetings and to ensure our time onsite is effective.

In this Step, SFA will fulfill requirement "B" from the RFP.

Step 3: Strategic Plan, Financial Forecast, & Facility Programming

Once we have completed market research, gathered public input, and reviewed all existing materials; SFA and Lose will create a strategic plan and facility-programming guide. This step will contain all of the information gathered in steps 1 & 2 to make an informed recommendation related to the programming and design of the Community Center. Based on the information gathered in steps 1 & 2, SFA will complete more in-depth research/analysis to produce a full financial analysis or "pro forma" for the Community Center. This will be a detailed, institutional-grade financial forecast that addresses all aspects of facility planning, design, and operations. As requested in the RFP, this strategic plan will include capital costs, staffing levels, operating costs, and anticipated recovery costs for each program area.

In more detail, the pro forma will provide insight into the financial potential of the project and will include projections related to construction and start-up costs, revenues/expenses by product/program, EBITDA, ROI, facility utilization, and more. The financial forecast will also address the wide range of key performance indicators and contributing factors that influence operations and the overall financial performance of the facility. This pro forma will also include examples from comparable and optimized facilities, as well as, the program(s) we recommend. Your pro forma will be highly detailed, with the analysis encompassing the following key elements:

- The Operating Model
- Program spaces and space requirements
- Construction and start-up costs

RFP NO. MCRA 2016-03
COMMUNITY CENTER FEASIBILITY STUDY

- Parking considerations
- Revenue by product/program
- Operating cash flow projections
- Staffing Model & Organization Chart
- Program schedule and utilization projections by program and by season/session
- Facility and operating expenses
- Management and staffing model
- Proposed funding strategy
- Recommendations for the programming and sports offerings

This stage of work will “right size” the Community Center given the vision, space requirements, and programming needs that can facilitate a successful and viable model for the MCRA. The pro forma will define in very clear terms, the financial results, risks, upside, and sensitivity of the business model. SFA & Lose will ensure to include all programs and activities related to recreation, fitness, culture, and social interaction.

In this Step, SFA will fulfill requirement “D” & “E” from the RFP, as well as, provide further detail related to the quantification in dollars of requirement “C” – the Market Analysis.

Step 4: Site Analysis, Conceptual Alternatives, & Costs

Once the data collection, market analysis, and financial forecast are complete; SFA and Lose will provide detailed documentation related to the site analysis, conceptual alternatives, and estimated start-up costs for project. The program spaces will be defined in Step 3, based on the “right sizing” exercise. This means that we will have a detailed understanding of the design and programming needs at a concept level. In this step, SFA will work with Lose & Associates to produce design concept models, a site analysis, and alternative design concepts.

When conducting the site analysis, we will specifically address considerations related to the City Center Master Plan and related documents to address the relationship between the Center and adjacent structures and uses. SFA and Lose will also work with the MCRA to identify programming opportunities and synergies that may occur around the immediate exterior of the facility due to its location in the City Center.

Based on the identified location, SFA and Lose will produce up to three (3) conceptual alternatives and the associated development and operational costs.

In Step 4, SFA & Lose will fulfill requirements “F” & “G” from the RFP.

Step 5: Detailed Feasibility Report

As a culmination to steps 1-4, SFA will document a comprehensive feasibility report. Like all SFA documents, this document will be developed for the eye of a broad audience including sophisticated funding sources and community decision makers. Your feasibility report will be highly detailed and include:

- Executive Summary with conclusions of findings
- In-depth market research & site analysis to support findings
- Overview of each of the 3 proposed concept models
- Construction and start-up costs for each of the models analyzed

RFP NO. MCRA 2016-03
COMMUNITY CENTER FEASIBILITY STUDY

- Program Plan with detailed products and revenue streams including ancillary revenue streams, such as: food/beverage concessions, merchandise retail sales, sponsorships/naming rights, and off-peak programming.
- Detailed financial and utilization projections by program area and season
- Facility and operating expenses for direct and indirect expenses associated with the operation
- Recommendations for the fitness programming and recreation offerings
- Recommendations for the cultural programming and community/social offerings
- Recommendations for the management, marketing, and operations
- Provide a trend analysis related to programming Community Centers
- Conclusion and professional recommendation for the move-forward plan

This document will serve as a “summary of findings” that includes information from the startegy session, market study, financial analysis, site analysis, and design concepts.

In Step 5, SFA & Lose will fulfill requirement “H” from the RFP.

Step 6: Onsite Presentation

Upon completion of the full Feasibility Report, SFA will travel to Margate to provide the MCRA and City Officials with a presentation of findings, conclusions, and recommendations. This time onsite will include a thorough overview of the process, methodology, and research that led to SFA's findings. The presentation will be conducted by two (2) SFA Team Members who were insturmental in the entire process. This will allow the MCRA and City Officials to engage in a meaninful “Q&A” dialouge.

Step 6 will fulfill requirement “I” in the RFP and conclude this scope of work.

03 section three

Proposed Fees

www.sportadvisory.com

| Step | Project Deliverables | Pricing Proposal | wks | Date | | | | | | | | | | | | | |
|---|--|------------------|----------|---|--------|-------|-------|--------|--------|--------|-------|---|---|----|----|----|--------|
| | | | | 18-Apr | 25-Apr | 2-May | 9-May | 16-May | 23-May | 30-May | 6-Jun | 8 | 9 | 10 | 11 | 12 | |
| 1 | Existing Data Review & Market Study | \$ 8,500 | 1 to 3 | | | | | | | | | | | | | | 13-Jul |
| 2 | Site Visit & Strategic Development Planning Session | \$ 10,250 | 3 to 4 | | | | | | | | | | | | | | 18-Jul |
| 3 | Strategic Plan, Financial Forecast, & Facility Programming | \$ 19,500 | 5 to 10 | | | | | | | | | | | | | | |
| 4 | Site Analysis, Conceptual Alternatives, & Costs | \$ 16,000 | 9 to 13 | | | | | | | | | | | | | | |
| 5 | Detailed Feasibility Report | \$ 12,500 | 11 to 13 | | | | | | | | | | | | | | |
| 6 | Onsite Presentation | \$ 3,000 | 14 | | | | | | | | | | | | | | |
| Total Scope of Work | | \$ 69,750 | | | | | | | | | | | | | | | |
| Reimbursable Travel Expense Budget | | \$ 7,500 | | Max not to exceed, detailed invoices will be provided for any reimbursable expenses | | | | | | | | | | | | | |
| Total Cost | | \$ 77,250 | | | | | | | | | | | | | | | |

04 section four

Qualification & Certification

www.sportadvisory.com

OFFEROR'S QUALIFICATION STATEMENT RFP MCRA 2016-03

The undersigned certifies under oath the truth and correctness of all statements and of all answers to questions made hereinafter:

SUBMITTED TO: City of Margate (Purchasing Manager)

ADDRESS: 5790 Margate Boulevard
Margate, Florida 33063

CIRCLE ONE

SUBMITTED BY: SFA
NAME: Eric Sullivan
ADDRESS: 600 Cleveland St. Suite 910
PRINCIPAL OFFICE: Clearwater, FL 33755

Corporation - LLC
 Partnership
 Individual
 Other

1. State the true, exact, correct and complete name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

The correct name of the Offeror is: Sports Facilities Advisory, LLC.
The address of the principal place of business is:

600 Cleveland Street, Suite 910
Clearwater, FL 33755

2. If Offeror is a corporation, answer the following:
 - a. Date of Incorporation: 2003
 - b. State of Incorporation: Florida
 - c. President's name: Eric Sullivan
Partner
 - d. Vice-President's name: Dev Pathik
CEO
 - e. Secretary's name: Jason Clement
COO/CFO
 - f. Treasurer's name: Bruce Rector
Legal Counsel
 - g. Name and address of Resident Agent:
Dev Pathik
600 Cleveland Street, Suite 910
Clearwater, FL 33755
3. If Offeror is an individual or a partnership, answer the following:
 - a. Date of organization:

b. Name, address and ownership units of all partners:

c. State whether general or limited partnership:

4. If Offeror is other than an individual, corporation or partnership, describe the organization and give the name and address of principals:

N/A

5. If Offeror is operating under a fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute.

N/A

6. How many years has your organization been in business under its present business name? 13

a. Under what other former names has your organization operated?

7. Indicate registration, license numbers or certificate numbers for the businesses or professions which are the subject of this LOI. Please attach certificate of competency and/or state registration.

8. Have you ever failed to complete any work awarded to you? If so, state when, where and why?

N/A

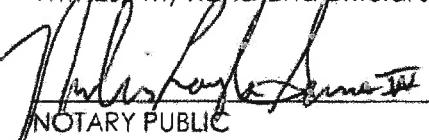
THE OFFEROR ACKNOWLEDGES AND UNDERSTANDS THAT THE INFORMATION CONTAINED IN RESPONSE TO THIS QUALIFICATIONS STATEMENT SHALL BE RELIED UPON BY OWNER IN AWARDING THE CONTRACT AND SUCH INFORMATION IS WARRANTED BY OFFEROR TO BE TRUE. THE DISCOVERY OF ANY OMISSION OR MISSTATEMENT THAT MATERIALLY AFFECTS THE OFFEROR'S QUALIFICATIONS TO PERFORM UNDER THE CONTRACT SHALL CAUSE THE OWNER TO REJECT THE PROPOSAL, AND IF AFTER THE AWARD TO CANCEL AND TERMINATE THE AWARD AND/OR CONTRACT.

(Signature)

State of Florida
County of Pinellas

The foregoing instrument was acknowledged before me this 9 day of Feb., 20, by Eric Sullivan, who is personally known to me or who has produced as identification and who did (did not) take an oath.

WITNESS my hand and official seal.


NOTARY PUBLIC

Melvin Layle Sams IV
(Name of Notary Public; Print, Stamp,
or Type as Commissioned)



MELVIN LAYLE SAMS IV
MY COMMISSION # EE 221651
EXPIRES: August 1, 2016
Boggs Two Notary Public

OFFEROR'S CERTIFICATION RFP MCRA 2016-03
WHEN OFFER IS A CORPORATION

IN WITNESS WHEREOF, the Offeror hereto has executed this Proposal Form this 9 day of February, 2016.

Sports Facilities Advisory, LLC

Printed Name of Corporation

Florida

Printed State of Incorporation

(CORPORATE SEAL)

By: Eric Sullivan
Signature of President or other authorized officer

ATTEST:

By General Counsel

Eric Sullivan
Printed Name of President or other authorized officer

600 Cleveland Street, Suite 910
Address of Corporation

Clearwater, FL 33755
City/State/Zip

(727) 474-3845
Business Phone Number

State of Florida

County of Pinellas

The foregoing instrument was acknowledged before me this 9 day of Feb., 20, by Eric Sullivan (Name), Partner (Title) of Sports Facilities Advisory, LLC (Company Name) on behalf of the corporation, who is personally known to me or who has produced as identification and who did (did not) take an oath.

WITNESS my hand and official seal.

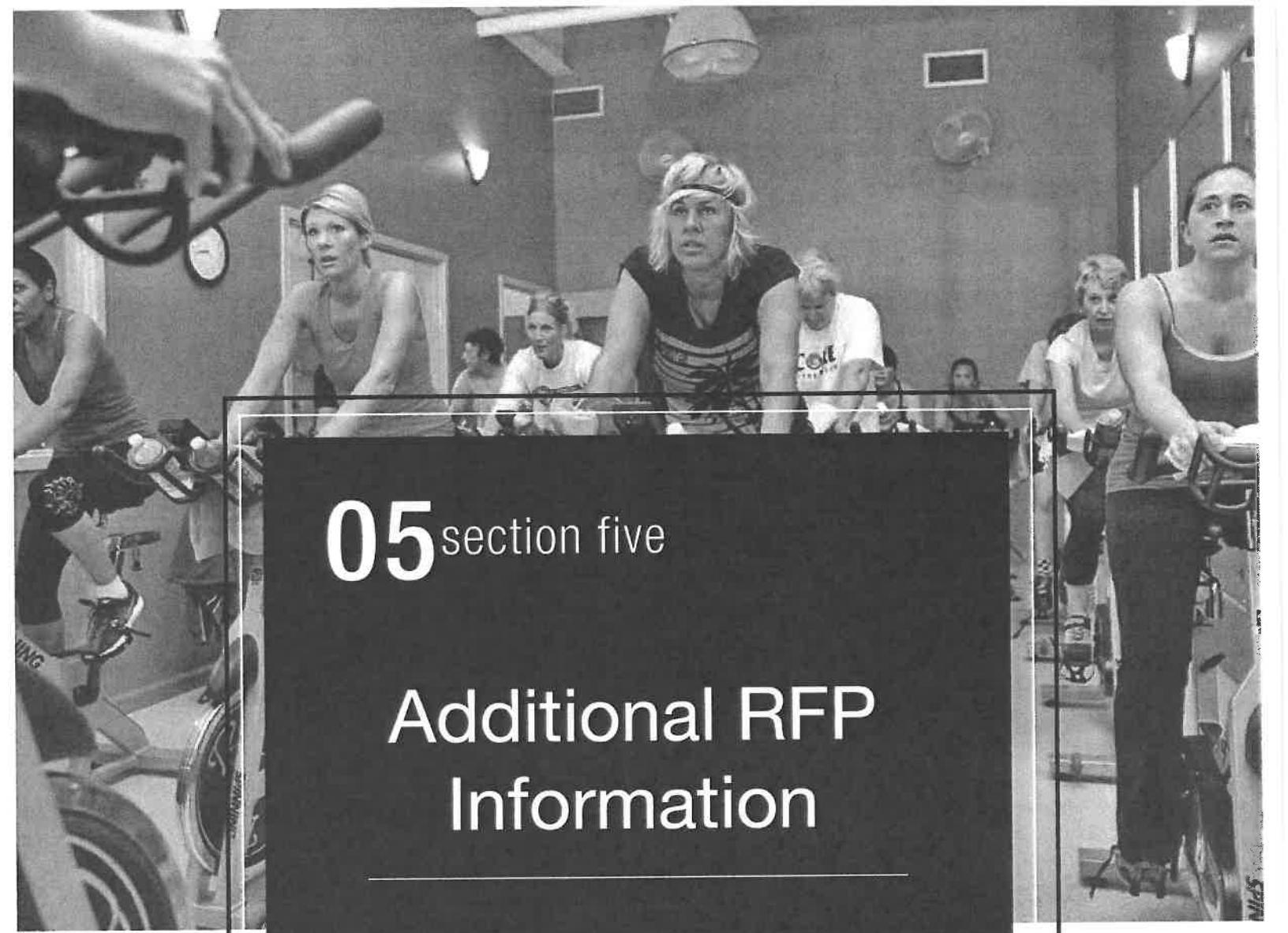
Melvin Layle Sams IV
Notary Public

Melvin Layle Sams IV

Name of Notary Public: Print, Stamp, or Type as Commissioned



MELVIN LAYLE SAMS IV
MY COMMISSION # EE 221651
EXPIRES: August 1, 2016
State of Florida Notary Public



05 section five

Additional RFP Information

www.sportadvisory.com

ADDITIONAL RFP INFORMATION

KEY STAFF RESUMES



Eric Sullivan

Partner

The Sports Facilities Advisory | The Sports Facilities Management

Having served in nearly every operational role through SFA|SFM's growth, Eric Sullivan now assists new clients in strategic planning and aligning our services to the client needs. Early in his career, 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 to SFM. Since joining SFA|SFM in 2006, Eric has overseen and advised dozens of facility developments from market research and feasibility through development and into operations. 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.

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.

Role: Eric will serve as the Principal in Charge to ensure SFA|SFM not only meets but also exceeds the objectives set forth for the entire project.

PROJECT EXPERIENCE

- Salvation Army Kroc Center-South Bend, IN
- Spooky Nook Sports Complex-Lancaster, PA
- BucksMont Indoor Sports Center-Hatfield, PA
- Branchburg Sports Complex-Branchburg, NJ
- Salvation Army Kroc Center – Memphis, TN
- Valley Sports Center-Canton, OH
- Rocky Top Sports World-Gatlinburg, TN
- SONO field House-South Norwalk, CT
- Lake Barrington Field House-Lake Barrington, IL
- The Legends Sports Complex-The Woodlands, TX
- City Beach-Fremont and Santa Clear, CA
- Aviator Sports & Events Center-Brooklyn, NY
- Canada Games Centre-Halifax, Nova Scotia, Canada
- Greater Lansing Sports Authority- Lansing, MI
- Fairview Indoor Sports Complex, Fairview, TX
- Hill Country Indoor, Bee Cave, TX
- Allen Sports Association Complex-Allen, TX
- Bo Jackson's Elite Sports Columbus-Hilliard, OH

EDUCATION

Niagara University
Bachelor of Business Administration
MBA-International Business

YEARS OF EXPERIENCE
9 years with SFA|SFM

ROLE
Principal-in-Charge

LOCATION
Clearwater, FL

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



Whit Alexander, ASLA, LEED® AP, CLARB

Owner and Vice-President

Lose & Associates, Inc.

Whit is a graduate of Mississippi State University with a Bachelor of Landscape Architecture. He has been employed with Lose & Associates since 1997, having worked for 3 years prior to that with another firm, and has served as the Director of our metro Atlanta office since 2004. He has served on the Georgia Recreation and Parks Association's Board of Trustees as Chair of the Planning, Design and Development Section and is a member of the American Society of Landscape Architects' Parks and Recreation Professional Practice Network. Whit has worked on dozens of master plans and construction documents for facilities across the Eastern U.S., with built improvements totaling over \$100 million dollars since 2000. Whit is also an excellent projector of probable costs. With a track record of

having projects under construction on a constant basis over multiple years, he is able to update construction costs and forecasts costs for new projects with solid degree of reliability.

PROJECT EXPERIENCE

- Fowler Park - Forsyth County, GA
- Harbins Community Park - Gwinnett County, GA
- Wilson Road Park - Riverdale, GA
- Winston Park - Douglas County, GA
- Trembling Earth Recreation Complex - Ware County, GA
- Wellness & Aquatic Center at Chester Freeman Park - Cullman, AL
- Ivy Creek Greenway – Gwinnett County, GA
- Winston Park - Douglas County, GA
- Rabbit Hill Park - Gwinnett County, GA
- Duncan Creek Park - Gwinnett County, GA
- Freeman's Mill Park – Gwinnett County, GA
- Redan Recreation Center - DeKalb County, GA
- Mud Creek Soccer Complex – Cobb County, GA
- Project Renaissance - Dunwoody, GA
- Nash Farm Park-Henry County, GA
- Soccer Site Selections - Valdosta-Lowndes County, GA
- Pascagoula, Mississippi, Comprehensive Park Master Plan
- Mill Creek Regional Park – Statesboro, Georgia
- Powder Springs Park Master Plan - Cobb County, GA
- Wallace & Kennworth Parks -Cobb County, GA
- Green Meadows Preserve - Cobb County, GA
- Hobgood Park - Cherokee County, GA
- Lowndes Equestrian Center - Lowndes County, Georgia
- East Carrollton Park - Carrollton, GA



Evan Eleff
Vice President
The Sports Facilities Advisory

Evan oversees SFA's team of strategic advisors, business analysts, and research specialists, providing leadership and direction in the development and delivery of all facility planning products and services. Since joining SFA in 2012, Evan has served a portfolio of over 125 projects totaling more than \$1.5 billion in planned and operational sports tourism, community recreation, and large-scale, master-planned sport and recreation destinations.

Prior to joining SFA, Evan spent more than eight years in facility operations and program development in the sports and wellness industry. Evan holds a Master's Degree in Sports Management from University of Florida and formerly served as operations director for the largest YMCA branch in the Tampa Bay region.

EDUCATION

University of Florida
Master's Degree – Sports Management

INDUSTRY EXPERIENCE

YMCA:

Program Operations- 7 Years
Facility Operations- 4 Years
Facility Planning- 3 Years
Operational Advisory Services- 3 Years

ROLE

Account Executive

LOCATION

Clearwater, FL

CERTIFICATIONS/

AFFILIATIONS

US Indoor Sports Association
Athletic Business
TEAMS
Instruments 4 Life
Tampa YMCA
Blue Ridge Leaders' School
Nat'l Association of Sports Commissions
Nat'l Recreation & Parks Association

PROJECT EXPERIENCE

- Rocky Top Sports World-Gatlinburg, TN
- Myrtle Beach Sports Center-Myrtle Beach, SC
- Upward Sports Center-Spartanburg, SC
- BucksMont Sports Center-Hatfield, PA
- Lake Barrington Field House-Lake Barrington, IL
- The Legends Sports Complex, The Woodlands, TX
- City Beach-Freemont and Santa Clara, CA
- Aviator Sports & Events Center-Brooklyn, NY
- City of Bowie, MD
- The Stadium-Moorpark, CA
- Woodridge Community Rec Center-Woodridge, IL
- Warren Sports Facilities-Midwest City, OK
- The Aramex Group, Inc.-Chicago, IL
- Faith Christian Community Church-Anchorage, AK
- Perfect Game Sports Complex-Lancaster, PA
- Gatlinburg Sports Complex-Gatlinburg, TN
- Spooky Nook Sports Complex-Lancaster, PA
- Round Rock Sports Complex-Round Rock, TX
- Sportport Amateur Athletic Complex-St. Louis, MO



Steve Goris

Planning & Management Advisor

The Sports Facilities Advisory | The Sports Facilities Management

Steve has spent his 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 is currently providing strategy, management, and finance services to a number of communities throughout the United States and internationally. He most recently oversaw the development and opening of the largest indoor sports complex in North America, Spooky Nook Sports in the Lancaster, Pennsylvania region.

Prior to the opening of Spooky Nook Sports, Steve worked as a hospitality consultant with Interstate Hotels and Resorts where he worked with Marriott and the exclusive Kalahari Resorts.

EDUCATION

University of Toledo
Bachelor of Business
Administration –
Finance/Accounting

INDUSTRY EXPERIENCE

9 years

ROLE

Advisor

LOCATION

Clearwater, FL

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 Volley Club

PROJECT EXPERIENCE

- 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, OK
- 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



Matthew Cramer, AIA, LEED® AP

Director of Architecture

Lose & Associates, Inc.

Matthew joined the Lose & Associates staff in fall 2005 as a project architect with a Bachelor of Architecture degree from Mississippi State University and seven years' experience in the areas of aviation, urban/master planning, recreation, commercial/retail and renovation/addition. He came to Lose from the Metropolitan Nashville Airport Authority where he served as the Construction Architect, managing general civil, runway and architectural projects, observation and quality control and performing project management duties.

Matthew was promoted to Director of Architecture in 2010 and has focused on department marketing, proposal development, productivity refinement and enhancement, while maintaining a steady project

management role. The departments goals are to provide owners with current trending design services, establish environmentally responsible architecture and develop programmatically flexible design and durable facilities for use by the public. Lose & Associates spends more time during the programming and schematic design phase to properly scope the project and to identify specific facility needs. We compliment our recreation and architectural history with our clients' needs assessment. Together, a facility is established that provides proper and relevant operational programming and future expansion and/or flexibility in activity.

PROJECT EXPERIENCE:

- Mill Creek Regional Park and Tennis Complex - Statesboro, GA
- Southeast Library and Community Center/NHL Predators Training
- Facility - Nashville, TN
- Scott Park Recreation Buildings - Lowndes County, GA
- Club Drive Park Recreation Buildings - Gwinnett County, GA.
- Lithia Park Recreation Buildings - Douglas County, GA
- Frances Meadows Aquatic and Recreation Center, Gainesville, GA,
- Germantown Nature Center, Germantown, TN, LEED® designed building
- Duncan Park Tennis Complex - Natchez, MS
- Parker Road Tennis Center - Rockdale County, GA
- Middle Tennessee State University Track & Field Complex -Murfreesboro, TN
- The Redan Recreation Center - DeKalb County, GA
- Kingsport Aquatic Center and Greater Kingsport YMCA complex - Kingsport, TN
- Freedom Park Recreation Buildings - Lowndes County, GA



Dan Morton

Business/Financials Analyst & Project Manager

The Sports Facilities Advisory | The Sports Facilities Management

Much like a baseball organization that finds success with its “homegrown” talent, Dan learned the business at Temple University’s School of Tourism and Hospitality Management. He gained real-world experience at SFM-managed BucksMont Indoor Sports Center and now serves as a business analyst and project manager.

Dan has served a portfolio totaling more than \$1 billion in new facility development plans. Dan utilizes a blend of operational experience combined with analytic modeling to produce the key resources and data sets that are utilized in financing new projects.

Role: Dan will be appointed to manage all of the planning details related to the study.

EDUCATION

Temple University – School of
Tourism and Hospitality
Management
Bachelor’s Degree, Sport and
Recreation Management

INDUSTRY EXPERIENCE

3 years facility operations
(BISC)

3 years SFA|SFM

ROLE

Project Manager

LOCATION

Clearwater, FL

PROJECT EXPERIENCE

- BucksMont Indoor Sports Center-Hatfield, PA
- The Legends Sports Complex-The Woodlands, TX
- Aviator Sports & Events Center-Brooklyn, NY
- Greater Lansing Sports Authority- Lansing, MI
- Hill Country Indoor - Bee Cave, TX
- Bo Jackson’s Elite Sports Columbus-Hilliard, OH
- City Beach – Fremont, CA
- The HUB – Marion, IL
- Myrtle Beach Sports Center – Myrtle Beach, SC
- Rocky Top Sports World – Gatlinburg, TN
- Upward Star Center – Spartanburg, SC
- EMPOWER Adventures – Middletown, CT & Middleburg, VA
- Financial & Feasibility Study – Aberdeen, NC
- Financial & Feasibility Study – Rocky Mount, NC
- Parks Facilities Needs Assessment & Feasibility Study – Bettendorf, IA
- Bo Jackson’s Elite Sports National Expansion Business Plan – Various Locations
- Recreation Center Feasibility Study – Fort Dodge, IA
- Spokane Regional Sportsplex Feasibility Study – Spokane, WA
- Oakridge Park Sports Complex Feasibility Study – Union County, NJ

State of Florida

Department of State

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

The document number of this limited liability company is L04000086492.

I further certify that said limited liability company has paid all fees due this office through December 31, 2016, that its most recent annual report was filed on January 18, 2016, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Ninth day of February, 2016*



Ken Detmer
Secretary of State

Tracking Number: CU8248935194

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

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

