



February 8, 2018

Matthew A. Welch
Senior Policy Advisor
RFP Process Lead Contact
1500 E. Main Street
Richmond, VA 23219

Dear Mr. Welch:

We respectfully submit this proposal to seize Richmond's once-in-a-generation opportunity to create a new neighborhood where one was lost—and to begin healing past actions that divided the city.

Decades ago, major construction destroyed the former Navy Hill neighborhood, starting with Interstate 95 and then including the Coliseum. That construction secured Richmond's place on America's major East Coast highway—at the high price of eliminating a vital neighborhood. It created today's dynamic where too much of "Richmond" is cut off from the exciting opportunities that pulse through "RVA," often just blocks away.

Our hometown now has the opportunity to begin writing a new chapter. We have formed The NH District Corporation and The NH Foundation with one mission—to build an important and diverse new Richmond neighborhood. This proposal reflects extensive community engagement with more than 1,000 Richmonders, whose ideas shaped this proposal:

- more than 2,500 new residences for Richmonders of different income levels;
- a 527-room hotel, which will create hundreds of jobs for Richmonders and attract even larger events to the Greater Richmond Convention Center;
- one of the region's largest medical office buildings, which will expand treatment options and research for people who are sick, in turn creating even more jobs;
- a re-imagined Blues Armory, marked by a food market and event space;
- sustainable green space, renewable energy, and re-opened streets designed for pedestrians, bikes, and buses;
- a range of ground-floor commercial spaces, offering local and national retail and services and activating the streets;
- Virginia's largest arena, so our capital city can attract the country's top performances and our residents can have the opportunity to see them without traveling for hours;
- a \$1.2 billion annual economic impact after construction and 9,300 post-construction jobs, according to economic analysis by VCU's Center for Urban and Regional Analysis; and
- a Richmond-based development team, including national expertise, backed by an ongoing commitment to engage community through the project.

We are pleased to submit this proposal on behalf of The NH District Corporation, a Virginia nonstock corporation, in affiliation with The NH Foundation, a Virginia nonstock corporation, and Capital City Development, LLC, a Virginia limited liability company (collectively, the "Respondent") in response to the City of Richmond's Request for Proposals for the North of Broad/Downtown Neighborhood Redevelopment Project issued November 9, 2017. The NH District Corporation and



The NH District Corporation

NH Foundation each were formed on July 26, 2017, and each is registered with the State Corporation Commission to do business in the Commonwealth of Virginia. The NH District Corporation and NH Foundation each are organized and shall be operated exclusively for charitable, civic and social welfare purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provision of any future federal tax law, including, but not limited to, relieving the burdens of government of the Commonwealth of Virginia and its political subdivisions.

The NH District Corporation is the responsible legal entity that would sign a contract with the City of Richmond, Virginia, if the proposal is accepted. C.T. Hill is its duly elected president and is authorized to act on its behalf, and he will serve as the primary contact for the Respondent. His contact information is as follows:

The NH District Corporation
6 North Laurel Street
Richmond, Va. 23220
Attention: C.T. Hill, President
Telephone: 804-592-3672

The Respondent acknowledges and agrees that its proposal is genuine and without collusion in all respects, and shall remain valid for at least 180 days unless withdrawn by the Respondent as permitted by the RFP.

We do not pretend the path forward will be easy. Nothing important is. We submit this proposal confident that Richmond can successfully carry out a major downtown project. We offer this proposal knowing that few other cities in America have Richmond's unique history of division, marked by race, by money, and by letting our common fears wash over our optimism. This is our shared history. It will shape our path forward.

You have laid out an important course, and we are eager to begin this journey together. It's time to move forward, and build a future that unites our hometown. We pledge to stand with all Richmonders, and we ask you to select our proposal.

Sincerely,

The NH District Corporation

The NH Foundation

By: _____
Name: C.T. Hill
Its: President

By: _____
Name: Thomas F. Farrell, II
Its: Chair

4.3.4 Respondent Qualifications

A. Description of Respondent

**The NH District Corporation, a Virginia non-stock corporation in affiliation with
The NH Foundation, and
Capital City Development, LLC, a Virginia limited liability company**

The Respondent is a collaboration of entities and individuals who have come together for the primary purpose of creating a new mixed use, mixed income neighborhood replacing the Richmond Coliseum and repurposing the Blues Armory. This will be accomplished by creating a private / public partnership and a new TIF District to solve for the replacement of the Richmond Coliseum and the repurposing of the Blues Armory through the creation of a new TIF District.

NH District Corporation is a newly formed Virginia non-stock corporation structured to take advantage of tax exempt and other public financing options available for the Plan. NH District Corporation was created to serve as a vehicle for 1) raising investment equity necessary for various new development components that are identified in the Plan and necessary for the realization of sufficient new revenues to secure and be the source of repayment of arena development bonds, 2) providing operational oversight of the New Arena and renovated Blues Armory, and 3) providing oversight of the private-sector development process.

Members of NH District Corporation's board of directors are elected by NH Foundation, a non-profit entity whose board is composed of local community leaders. NH District Corporation's board is expected to be further expanded to include a diverse mix of individuals from a variety of disciplines and backgrounds who will bring both the leadership and perspective necessary to help ensure the project is developed in a manner beneficial to the City and other participants. To fulfill its diverse mission, members of the Respondent development team represent a diverse cross-section of local community and corporate leaders who share a like-minded desire for a better downtown Richmond, a development process that is sensitive to our City's full potential, and a vision an economically, socially, and environmentally sustainable City of the future. NH District Corporation will be providing regular reports and updates to NH Foundation's board throughout the development process. NH Foundation will play a significant and ongoing stewardship role over the development of the project and the public assets that will continue to be owned by the taxpayers of the City.

Capital City Development, LLC ("CCD") is a newly formed Virginia limited liability company formed to source private capital and execute the Plan with respect to the private development of the residential, retail, research, office and hospitality spaces pursuant to the terms of Development Agreement with The Respondent. For the first phase of development, this entity is expected to be capitalized with approximately \$120 million in equity principally from local Richmond community investors and the development team. For the second phase of development, this entity is expected to be capitalized with approximately \$210 million in equity, for a total project equity capitalization of over \$330 million.

D. Contact Person

CT Hill
c/o NH District Corporation
6 N. Laurel Street
Richmond, VA 23220
804.592.3672

E. Controlling interest of Respondent (ownership of respondent entities)

NH District Corporation and NH Foundation are newly formed Virginia non-stock corporation structured to take advantage of tax exempt and other public financing options available for the Plan. Members of NH District Corporation's Board of Directors will be elected by NH Foundation, a non-profit entity whose board will be composed of local community leaders.

NH Foundation

Thomas F. Farrell, II (Chair)
Martin J. Barrington
William H. Goodwin, Jr.
Monroe E. Harris, Jr., DMD
C.T. Hill
Pamela J. Royal, M.D.

NH District Corporation

C.T. Hill (president)

CCD is a newly formed Virginia limited liability company created to source private capital and execute the Plan with respect to the private development of the residential, retail, research, office and hospitality spaces pursuant to the terms of development management service agreements.

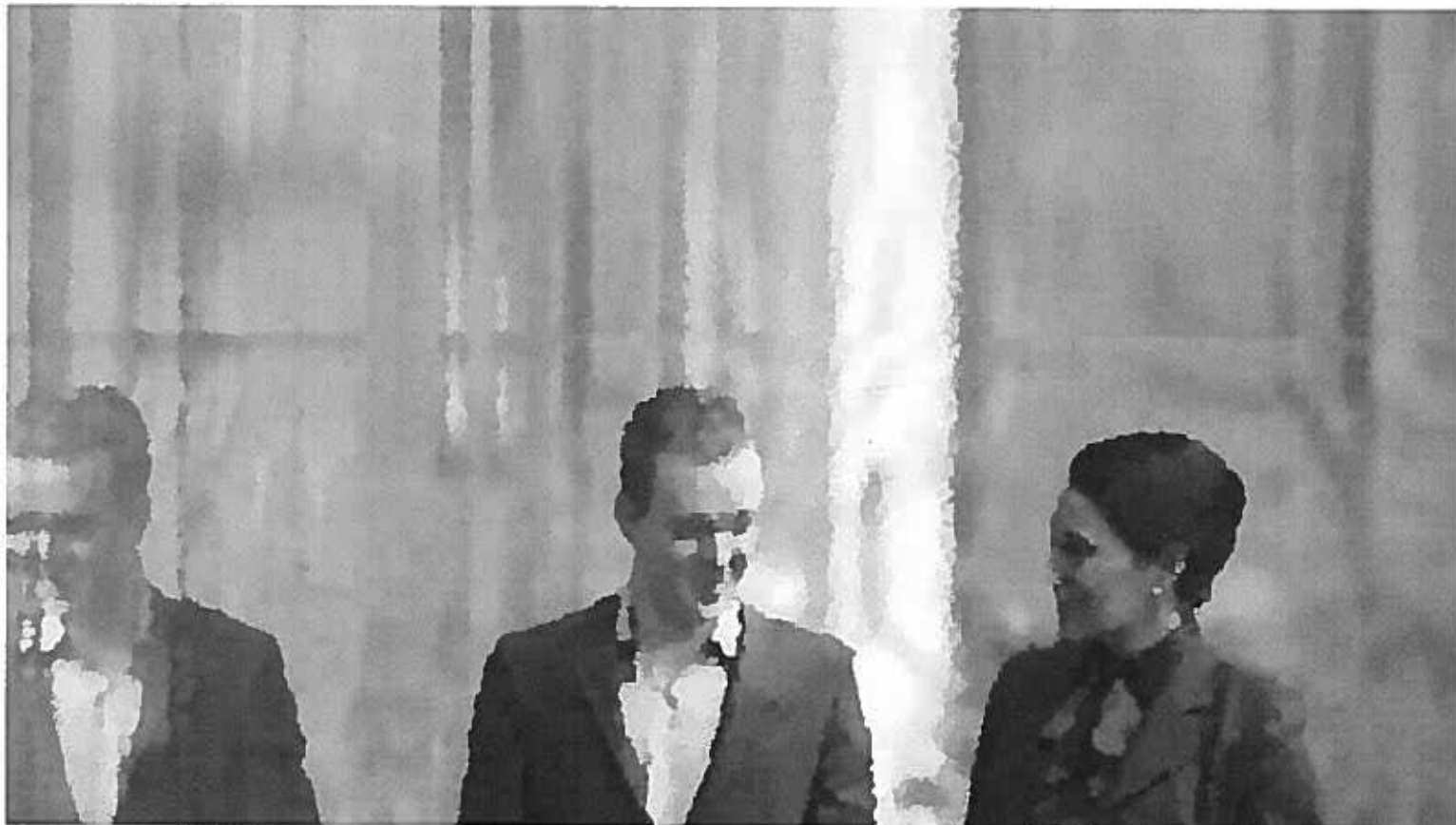
CCP is a newly created Virginia limited liability company that will serve as (i) the developer entity for the privately financed mixed-use development components of the Plan, which includes the day-to-day management oversight of planning, design, construction, on-going sourcing of private capital, and (ii) the developer entity in the development of the New Arena and Blues Armory. CCP will serve as Manager of CCD.

Members of CCP include the ownership of Future Cities, LLC, an urban design-focused development company with a long history in the development of new arenas and the districts that support them, and Concord Eastridge, Inc., a woman-owned real estate development firm and nationally respected leader in public/private and mixed-use development.

F. Expected Advisors (legal, financial, etc.)

Legal:

McGuireWoods LLP will serve as bond counsel for the Arena bond financing and is advising CCP and CCD as the developer.



07 Organization and Management 4.3.9



4.3.9 Organization and Management

Capital City Development, LLC and Capital City Partners, LLC

A. Description of Legal Entity

Capital City Development, LLC is a newly formed Virginia limited liability company formed to be the equity ownership entity for the privately financed mixed-use development components of the Plan. For the first phase of development, this entity will be capitalized with approximately \$120 million in equity from local Richmond community investors and the Development Team. For the second phase of development, this entity will be capitalized with approximately \$210 million in equity, for a total project equity capitalization of over \$328 million. The members of this limited liability company will be the investors in the Project.

Capital City Partners, LLC is a newly created Virginia limited liability company formed to be the developer entity for the privately financed mixed-use development components of the Plan, which includes the day-to-day management oversight of planning, design, construction, on-going sourcing of private capital, and the Development Management entity leading in the development of the New Arena and Blues Armory. CCP, LLC will also work with the Respondent's Legal and Finance Teams to support the TIF underwriting within the bond offering that will allow for the development of the New Arena and Blues Armory.

An organizational chart for CCP can be found in Appendix Section A.

B. Roles of Entity Members and Key Personnel

Principals of Capital City Partners, LLC include:

Michael Hallmark
Susan Eastridge
Sean Duncan
Mike Haller

C. Contact Person

Susan Eastridge, Manager
Capital City Development, LLC
Capital City Partners, LLC
c/o Concord Eastridge, Inc.
2701 Prosperity Avenue, Suite 220
Fairfax, VA 22031
(877) 850-5070

D. Controlling Interest of Legal Entity

Concord Eastridge, Inc. and Future Cities, LLC

Legal: McGuire Woods

Financial: JP Morgan Chase and Citigroup Global Markets Inc.

F. Financial Capabilities

The Respondent is working with Citigroup and J. P Morgan, experts in sports facility and tax increment financing, on the New Arena and the Blues Armory plan of finance. As shown in detail in our response to Question 4.3.6, the plan of finance for the \$230 million financing assumes the issuance of revenue bonds secured by incremental tax revenues generated by the development Project and by certain dedicated revenues generated by the New Arena and Blues Armory. The plan of finance has been structured consistent with similar sports and tax increment transactions, and to generate sufficient investor demand to provide the necessary proceeds required for the development.

Ultimately, the amount of leverage available from the proposed bond offering, and underwriting of the transaction, will be based upon a number of factors, including:

1. final due diligence of the security structure including the pledged revenues (as described in section 4.3.6 C), including final third party reports;
2. final tax analysis prepared by McGuire Woods;
3. interest rates at the time of sale; and
4. the execution of a Bond Purchase Agreement with Citigroup Global Markets Inc. and J.P. Morgan.

Third-party consultant MuniCap, a national public financing advisor, is working with the team to validate the bond underwriting in the tax increment financing projections found in Appendix Section G.

The Respondent is identifying the equity investors that will provide the needed capital for the privately financed mixed-use commercial development. The amount of required equity is approximately \$120 million for the first phase of development. In a similar fashion, Respondent will identify approximately \$210 million of equity investment for the second phase of development. The total equity requirement for the overall project is approximately \$330 million. Additionally, the Respondent is working with national and regional construction lenders in order to secure the construction loans needed for the first phase of development.

G. Projects Comparable in Size and Complexity

Included in Appendix Section A.

H. References:

Please see 4.3.4. I

Bell Partners

A. Description of Legal Entity

Bell Partners is a North Carolina corporation.

B. Roles of Entity Members and Key Personnel

Cindy Clare, Chief Operating Officer
Lili Dunn, President

C. Contact Person

Cindy Clare
Chief Operating Officer
300 N. Greene Street, Suite 1000
Greensboro, NC 27401
(336) 387-5466
cclare@bellpartnersinc.com

D. Controlling Interest of Legal Entity

Bell Partners is wholly owned by Steven D. Bell, Jonathan D. Bell and Durant Bell.

- E. Expected Advisors: N/A**
- F. Financial Capabilities: Provided upon request**
- G. Projects Comparable in Size and Complexit**

Included in Appendix Section A.

H. References:

Bristol Development
Lisa Gunderson
381 Mallory Station Rd, Suite 204
Franklin, TN 37067
(615) 627-9421
gunderson@bristoldevelopment.com
Firm Relationship: Manager on Development Assets; 3 assets, 910 units

Lone Star Funds
Silas Graham
2711 N Haskell Ave, Suite 1800 D
Dallas, TX 75204
(214) 515-6850
sgraham@hudson-advisors.com
Firm Relationship: Manager; 53 assets, 17,338 units

Benchmark Management Company, LLC:

A. Description of Legal Entity

The Benchmark Management Company, LLC, a Texas Limited Liability Company, is a wholly owned subsidiary of BGGMC, LLC, a Delaware Limited Liability Company.

B. Roles of Entity Members and Key Personnel

Alex Cabañas, Board Member & Benchmark Chief Executive Officer
Greg Champion, Board Member & Benchmark President & Chief Operating Officer

C. Contact Person

Jarrad Evans
Vice President, Business Development & Strategy
1780 Hughes Landing Blvd, Suite 400
The Woodlands, Texas 77380
(281) 203-6623
jevans@benchmarkglobal.com

D. Controlling Interest of Legal Entity

The Benchmark Management Company, LLC is a wholly owned subsidiary of BGGMC, LLC. BGGMC, LLC is a privately held Delaware Limited Liability Company, primarily controlled by the Cabañas family and Karim Alibhai.

E. Expected Advisors: N/A

F. Financial Capabilities: Provided upon request

G. Projects Comparable in Size and Complexity

Included in Appendix Section A.

H. References:

Delta by Marriott Hotel & Watters
Creek Convention Center
Mike Kennedy
Principle, Altera Development
(972) 814-4568
mkennedy@alteradvco.com

Hotel Roanoke (Roanoke, VA) & Inn at Virginia Tech (Blacksburg, VA)
Dr. John Dooley
CEO, Virginia Tech Foundation, Inc.
(540) 231-2265
jdooley@vt.edu

Citigroup Global Markets Inc.

A. Description of Legal Entity

Citigroup Global Markets Inc., a publicly held corporation, is a subsidiary of Citigroup Inc.

B. Roles of Entity Members and Key Personnel

William Corrado, Director
Greg Champion, President and COO

C. Contact Person

Bill Corrado
Director
Citigroup Global Markets Inc.
388 Greenwich Street, 8th Floor
New York, NY 10013
(212) 723-4879
william.m.corrado@citi.com

D. Controlling Interest of Legal Entity

Citigroup Global Markets Inc., its investment banking business and broker/dealer, is an indirect, wholly owned subsidiary of Citigroup Inc.

E. Expected Advisors: McGuire Woods

F. Financial Capabilities: Provided upon request.

G. Projects Comparable in Size and Complexity

Included in Appendix Section A.

H. References:

Allentown Neighborhood Improvement Zone Development Authority
JB Reilly
President, City Center Allentown
Two City Center, 645 W. Hamilton, Suite 600
Allentown PA 18101
(610) 625-5524
jbreilly@citycenterallentown.com

Ballston Quarter Community Development Authority
Michelle Cowan
Deputy County Manager
Arlington County, Virginia
2100 Clarendon Blvd., Suite 500
Arlington, VA 22201
(710) 228-3415
mcowan@arlingtonva.us

Georgia World Congress Center
Frank Poe
Executive Director / Administration, Georgia World Congress Center
285 Andrew Young International Blvd. NW
Atlanta, GA 30313
(404) 223-4000
fpoe@gwcc.com

The Industrial Development Board of the City of Bristol, TN
Danielle S. Kiser
City Attorney
City of Bristol, Tennessee
801 Anderson Street, Suite 201
Bristol, Tennessee 37621
(423) 989-3407
dkiser@bristoltn.org

JP Morgan Securities, LLC:

A. Description of Legal Entity

J.P. Morgan Securities LLC and its subsidiaries is a registered broker dealer and investment adviser with the United States Securities and Exchange Commission.

B. Roles of Entity Members and Key Personnel

Mike Carlson, Managing Director
Michael Britchkow, Executive Director

C. Contact Person

Mike A. Carlson
Managing Director
560 Mission St, Floor 03
San Francisco, CA, 94105
(415) 315-3948
michael.a.carlson@jpmorgan.com

D. Controlling Interest of Legal Entity

J.P. Morgan Securities LLC is a wholly owned indirect subsidiary of J.P. Morgan Chase & Co., which is a publicly held corporation. J.P. Morgan Securities LLC is a wholly owned direct subsidiary of J.P. Morgan Broker-Dealer Holdings Inc., which is a wholly owned direct subsidiary of JPMorgan Chase & Co.

E. Expected Advisors: McGuire Woods

F. Financial Capabilities: Provided upon request

G. Projects Comparable in Size and Complexity

Included in Appendix Section A.

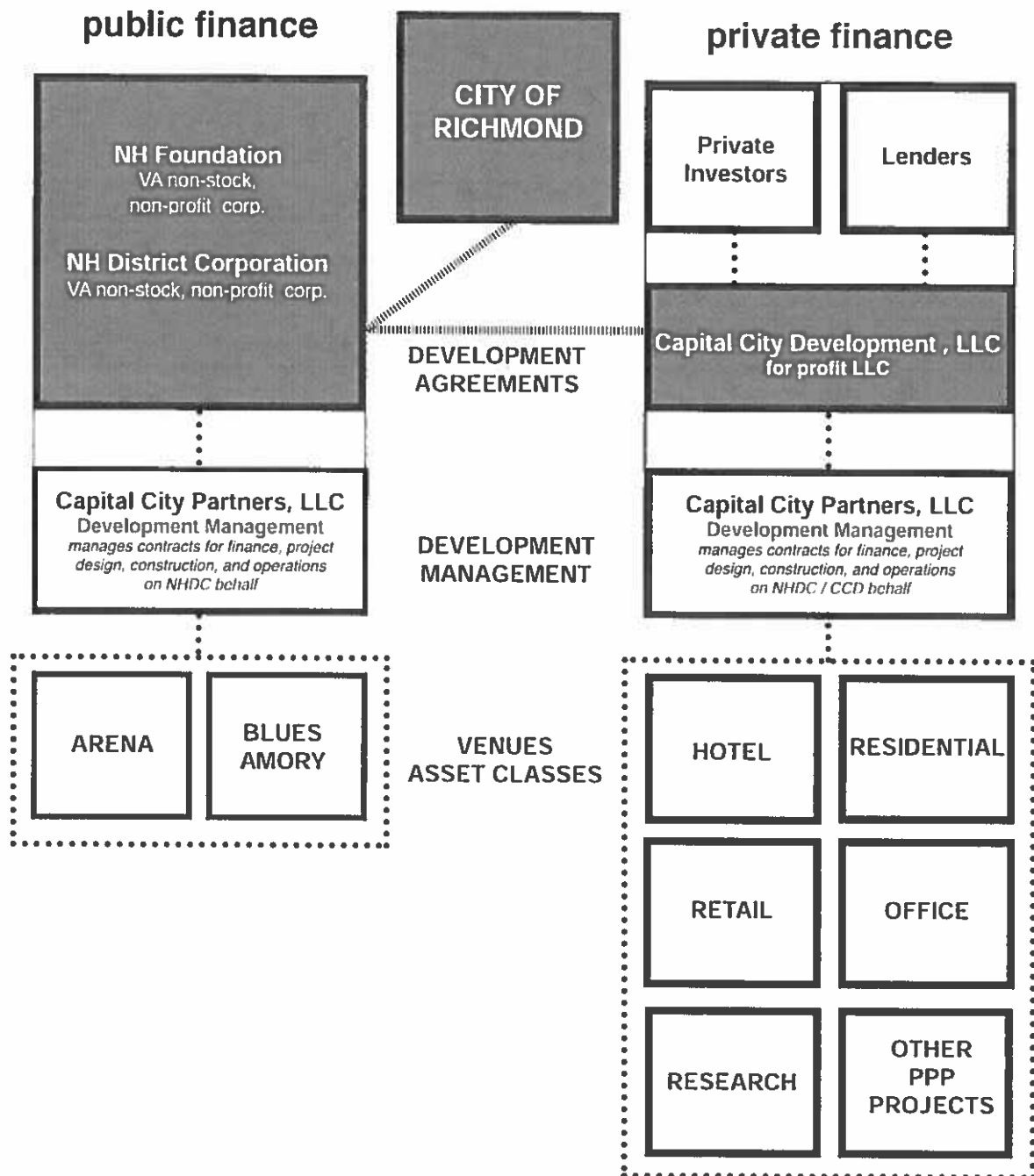
H. References:

San Jose Redevelopment Agency
Julia Harper Cooper
Director of Finance
City of San Jose
200 East Santa Clara Street, 13th Floor
San Jose, CA 95113
(480) 535-7011
julia.cooper@sanjoseca.gov

USTA
Ed Neppl
Chief Financial Officer
70 West Red Oak Lane
White Plains, New York 10604
(914) 696-7000
Neppl@usta.cpm

World Trade Center
Michael Levy
Executive Vice President
250 Greenwich Street
New York, NY 10007
(212) 490-0666
mlevy@silvprop.com

Organization & Management



A Team Bios & Experience



Key Team Members

Development Governance

NH Foundation

Thomas F. Farrell, II (chair)
Martin J. Barrington
William H. Goodwin, Jr.
Monroe E. Harris, Jr., DMD
C.T. Hill
Pamela J. Royal, M.D.

NH District Corporation

C.T. Hill (president)

Developer

Capital City Partners, LLC

Michael Hallmark
Susan Eastridge
Sean Duncan
Mike Haller

Operators

SMG - Arena

Dolly Vogt
Bob Cavalieri

Benchmark Global Hospitality - Hotel

Alex Cabanas
Greg Champion

Bell Partners - Multifamily Residential

Cindy Clare
Lili Dunn

Independent Analysts

CSL - Arena Market Validation

Jay Lenhardt
Juliana Rogers
Adam Kerns

HR&A - Mixed-Use Development Analysis

Stan Wall
Candace Damon

Municap - TIF District Revenue Analysis

Emily Metzler
Keenan Rice

VCU / CURA - Economics Benefits

Fabrizio Fasula
Jeffrey Crawford

Architects

HOK

Bill Johnson
Ron Gans
Chris DeVolder

Cooper Carry

Rob Uhrin
Andrea Schaub
Michael Linker

SMBW

Will Scribner
Spencer Grice
Lou Wolf

Baskervill

Burt Pinnock
Angelo Phillos

Perkins Eastman

David Levo
Steven Gifford

Contractors

Gilbane

Colin Robinson

WM Jordan

Michael Daniels
John Lawson II

Hourigan Construction

Mark Hourigan
Todd Donaldson

Branch Construction

Bill Madison
Tony Brown

Design Consultants
Henderson Engineering
Kevin Lewis
Ryan Starkovich

Silman Associates
Kirk Mettam
Joseph Tortorella

Waterstreet Studio
Keith Whipple
Eugene Ryang

Design Consultants
VHB
Diane Linderman
John Carty

Timmons
Tim Davey
Andrew Gould

Newtown Advisors
Roamy Valera

Sustainability Consultants
SDC
Sandra Leibowitz
Luis Huertas

Dominion Energy / Innovations
Nathan Frost
Joe Tannery

Omni Eco-Systems
Molly Meyer
Michael Skowland

Arena / Armory Bond Financing
Citi Group
Bill Corrado
Kirsten Krug

JPMorgan Chase
Michael Carlson
Michael Britchkow

Land Use - Entitlements
Roth Jackson
Mark Kronenthal
Jennifer Mullen

Legal / Consulting
McGuireWoods
George Martin
Chris Lloyd
Edmund Pittman
John W. Bates
Arthur Anderson II

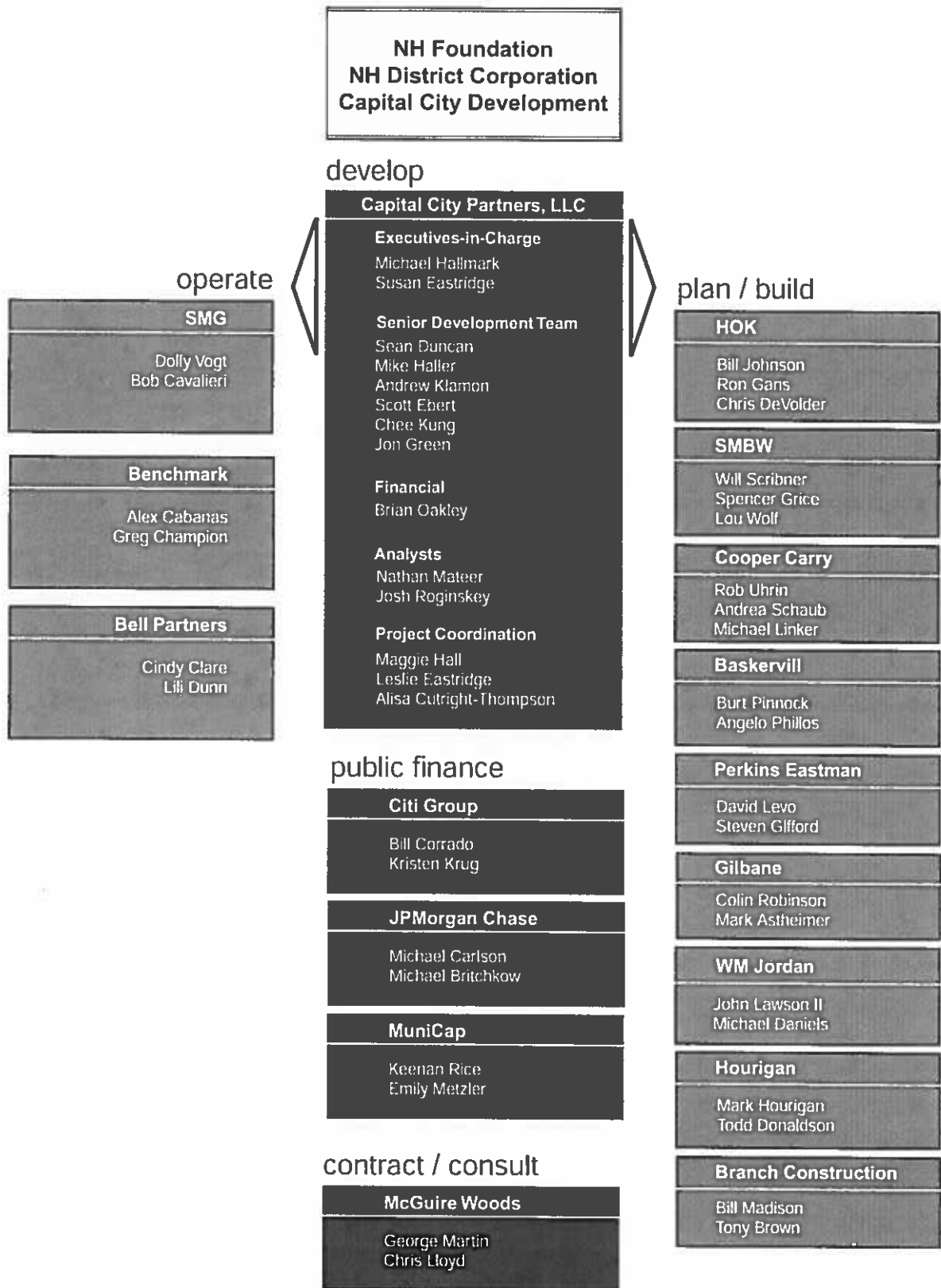
Tenant Consulting / Leasing
CBRE
David Wilkens
Charles Wentworth

Cushman & Wakefield Thalheimer
Connie Nielsen

Public Relations / Community Outreach
SIR
John Martin
Rachel Burgess

Kelley
Jeff Kelley

Development Management



Baskervill

Multifamily and Community Design

Baskervill's award-winning multifamily portfolio spans modern new-build developments, net-zero living communities, and historic adaptive reuse projects. With a focus on designing walkable, livable communities at the human scale, Baskervill creates urban dwellings that seamlessly and contextually blend into the surrounding neighborhood.

Relevant Multifamily Housing Projects

- Citizen 6
- Lofts at West Station
- Southland Wine Lofts
- 416 Micro Farms
- Better Housing Coalition 3200 W. Broad Concept
- Faison Residences
- Better Housing Coalition Somanath Net-Zero Senior Apartments
- Better Housing Coalition Somanath Senior Apartments
- Better Housing Coalition Claiborne Square
- Better Housing Coalition Petersburg Tabernacle Senior Living
- Better Housing Coalition Winchester Greens
- RRHA Manchester Cottages
- Studio 516
- Avalon Bay, Nationwide
- 212 Condos
- Parkway 301
- Fulton Motor Lofts
- 2C Condos
- Jackson Commons Planning
- North Jackson Ward Master Plan
- Echo Harbor Concept
- First and Canal Concept

Burt Pinnock, AIA / Principal + Lead Architect

Burt Pinnock is principal and lead architect for Baskervill's community and multifamily studio. His portfolio includes 20+ multifamily projects as well as many revitalization projects within Richmond, including Citizen 6, the Black History Museum, Regency, and The Row at GreenGate. With 25 years of experience, Burt has been a speaker and panelist at several conferences, including the Urban Design Conference. He is a passionate advocate for the future of Richmond's development; he currently acts as co-chair for the Richmond 300 Advisory Council as well as serves on the Commonwealth of Virginia Art and Architectural Review Board and City of Richmond Board of Zoning. He is the cofounder and chairperson of Storefront for Community Design and has been recognized by the Virginia AIA with an award for Distinguished Achievement.

Education: Virginia Tech, Bachelor of Architecture
Professional License #: 0401010214

Angelo Phillos, AIA / Architect + Project Manager

Angelo Phillos is an architect and project manager in Baskervill's community and multifamily studio. Bringing more than 25 years of experience in civic projects, including the Greater Richmond Convention Center, his portfolio includes 12 multifamily projects and a number of community-enriching projects, from housing developments for RRHA and Better Housing Coalition to mixed-use developments such as Regency and GreenGate. He's a skilled project manager able to collaborate with a mix of both private and public developers.

Education: Virginia Tech, Bachelor of Architecture
Professional License #: 0401010124



Bell Partners

Multifamily Residential Operator

Bell Partners is a privately held, vertically integrated apartment investment and management company focused on high-quality multifamily communities throughout the U.S. Bell Partners has nearly 60,000 units under management across 14 states. The Company offers a full service operating platform containing expertise in financing, property operations, construction, accounting, risk management, market research and all other related support functions.

Relevant Class A Urban Projects

- Bell Capitol Hill
- Bell Knox District
- Bell Olmstead Park
- Nine15 Franklin
- Spectrum South End
- The Brooklyn Riverside

Relevant Lease-Up Projects

- Artisan Twickenham
- Beaucatcher Flats
- Meridian at Fairfield Park
- Nine15 Franklin
- Sawmill Point
- Tapestry at Brentwood

Cindy Clare, CPM, COO has 30 years of experience in the multifamily industry, serving as President of Kettler Management, Vice President of Residential Properties for the Mark Winkler Company, and Senior Regional Manager for Charles E. Smith Residential. She oversees the operations of over 60,000 apartment homes in more than 157 apartment communities across the nation. She is responsible for all aspects of community management for both third-party and Bell-owned communities. This oversight includes community operations and maintenance, lease-ups, relationships with third-party owners, marketing and brand management. A recognized leader within the multifamily industry, Cindy was named as one of The Washington Business Journal's "Women Who Mean Business" in 2011 and in 2015, was honored as one of the "10 Most Influential Women in Real Estate" by Multi-Family Executive. In 2017, Cindy was named Chairman of the National Apartment Association. Education: University of Virginia

Lili Dunn, President oversees all aspects of the company's business including Investment, Finance, Operations, Fund Management, Accounting and Construction. Ms. Dunn is also responsible for guiding the company's investment strategy, broadening its institutional capital sources, strengthening the investment infrastructure and directing transaction and financing initiatives. Prior to joining Bell Partners, Ms. Dunn was a 20-year veteran with AvalonBay Communities, a leading public apartment REIT and a member of the S&P 500, and Trammell Crow Residential, its predecessor entity. In her role as Managing Director at AvalonBay, she was responsible for the company's national transaction activity, which consisted of roughly 60,000 apartment homes valued at approximately \$6.5 billion. Education: University of Michigan



Benchmark Hospitality

Operator

Benchmark's four decades of innovation has placed the company at the forefront of hotel, resort & conference center development and management. As an industry leader in hospitality, Benchmark has mastered the art of experiential and transformational travel, consistently surpassing the expectations of guests, stakeholders, and ownership alike.

Relevant Multifamily Housing Projects

- Ames Boston Hotel
- Cardozo Hotel
- Copley Square Hotel
- Garden of the Gods Collection
- Grand View Lodge at Snow King Resort
- Graduate Berkeley
- High Hampton Inn
- Hotel Deca (Future Graduate Seattle)
- The Essex
- The Tennessean Hotel
- Tivoli Lodge
- Topnotch Resort
- Villas of Grand Cypress
- Willows Lodge
- Beachwalk Resort
- Chaminade Resort & Spa
- Dollywood's DreamMore Resort
- Doral Arrowwood
- Eaglewood Resort & Spa
- Edith Macy Conference Center
- Forest Suites Resort
- Gilchrist Club
- Holiday Inn World's Fair Park
- Hotel Contessa
- Hotel Roanoke & Conference Center
- Snow King Hotel
- Stonewall Resort
- The Chattanooga
- The Grove Resort & Spa
- The Heldrich
- The Inn at Virginia Tech
- The Mayfair Hote
- The Nautical Beachfront Resort
- Turtle Bay Resort
- Delta by Marriott Hotel
- Texas A&M Hotel & Conference Center
- Williams Lake Resort

Alex Cabañas, CEO As CEO, Alex is focused on strategic planning, people development, pursuing growth and new opportunities, promoting the delivery of memorable customer service and acting in the best interest of owners every day.

Alex was previously President, Business Development & Finance for Benchmark. Prior to joining Benchmark, he worked for The Boston Consulting Group from 2000 through 2005. While with Boston Consulting Group, he worked with clients in a number of different industries including: travel and tourism, government, consumer/retail, e-commerce, telecommunications, financial services, and energy. His assignments included lodging investment proposal, market sizing and segmentation, competitive benchmarking, product development, process management, asset valuation, new business development and growth strategy.

Education: Harvard Business School, Texas A&M University

Greg Champion, President & COO As President and COO, Greg has overall responsibility for all Benchmark properties. He provides oversight for field staff support functions, as well as for sales and marketing, IT and human resources. Prior to joining Benchmark in 2009, Greg was the President and COO for Tiburon Hospitality. Prior to that, he served as President of Noble House Hotels & Resorts, where he oversaw the direct management of all hotel operations for their 14 independent properties across the United States. While with Noble House, Greg also served as the Executive Vice President and as the Managing Director of The Adolphus in Dallas, TX. He's a member of SKAL International, Chaine de Rotisseurs and has served on the board of directors for the Dallas and Alaska Convention and Visitors Bureaus.

Education: Washington State University



Hedden Hotel, New Brunswick, NJ



The Grove Resort, Orlando, FL



Dreammore Resort, Pigeon Forge, TN



Hotel Roanoke & Conference Center, Roanoke, VA



Amway Hotel, Boston, MA



Holden Hotel, New Brunswick, NJ

CBRE

Tenant Consulting/Leasing

CBRE is the preeminent commercial real estate services firm in the Richmond area, the Americas and the world. CBRE executes strategic, integrated, and comprehensive commercial real estate brokerage services for occupiers and property owners in the office, industrial and retail sectors. Clients make informed real estate decisions underwritten by industry leading proprietary research, analytical and consultative services.

Relevant Projects

- Northwestern Mutual Virginia Headquarters
- Village Bank Headquarters
- Charter One Headquarters
- World Access Headquarters

David Wilkins As a Principal and Senior Vice President of CBRE|Richmond, Mr. Wilkins leverages more than 16 years of experience in commercial real estate to develop and implement creative real estate strategies for his customers. He has extensive experience representing institutional property owners as well as representing the interests of several Fortune 500 companies locally. Mr. Wilkins has earned the distinction as one of the leading consultants in the Richmond area and one of the top brokers in the CBRE|Richmond organization, where he currently resides on the Board of Directors for the Mid-South Region. Education: Wake Forest University - Business Admin.

Charles Wentworth Mr. Wentworth has been actively involved in the commercial real estate field since 2007 focusing on multi-family acquisitions and sales in the Mid Atlantic and Southeast. In 2012, Mr. Wentworth joined CBRE | Richmond as Vice President specializing in multifamily sales and representing private, high net worth, and institutional clients in the central and western Virginia markets. Since joining CBRE | Richmond, Mr. Wentworth has successfully completed transactions totaling \$325,000,000. Prior to joining CBRE | Richmond, Mr. Wentworth was an Associate for Apartment Realty Advisors (ARA) in Charlotte, North Carolina, one of the country's largest multi-family brokerage firms. While an Associate with the firm, the group brokered nearly \$2 billion of apartment communities in the primary, secondary, and tertiary markets of North Carolina and South Carolina. Education: University of Virginia

Roth Jackson

NHDC Advisor

Roth Jackson Gibbons Condlin, PLC represents the NH District Corporation in this response. Roth Jackson is recognized as a Richmond leader in commercial real estate law - representing clients in all legal aspects of real estate leasing, acquisitions, financings and condominium law. The members' experience in complex mixed use projects through the acquisition, financing, leasing, preparing comprehensive declarations of easements, covenants and restrictions, and zoning of property, well position them to advise the Respondent through the RFP response and full development of the Plan.

Andrew M. Condlin, Mark J. Kronenthal, Jennifer D. Mullen are the representative firm members and each have extensive experience advising clients on the entire development process. Select representative mixed use projects include Artisan Hill, Carytown Place, redevelopment of the GRTC Bus Barns, Westhampton on Grove, West Broad Village, Towne Centre West, and Winterfield Crossing, in addition to various mixed use, mixed income urban developments..

Andrew M. Condlin is licensed in Virginia (VSB # 33382) received his B.A. from the State University of New York at Potsdam and his J.D. from the Marshall Wythe School of Law at the College of William and Mary.

Mark J. Kronenthal is licensed in Virginia (VSB#65648) received his B.A. from James Madison University and his J.D. from the T.C. Williams School of Law at the University of Richmond.

Jennifer D. Mullen is licensed in Virginia (VSB #71127) received her B.A. from Miami University of Ohio and her J.D. from the Marshall Wythe School of Law at the College of William and Mary.

Citi Bank

Arena / Armory Bond Financing

Citigroup is a leading firm in developing financing plans for arenas, ballparks and stadiums. Citi's financings include Citi Field and PPL Center, Bond Buyer Deals of the Year, and Met Life Stadium, a Project Finance Deal of the Year. Additionally, Citi is a leading firm in tax-increment financings. Citi's experience includes the Ballston Quarter Project in Arlington, VA and the City Center Lehigh Valley Project in Allentown, winner of the CDFA Excellence in Development Finance Award.

Relevant Sports Projects

- Allentown PPL Center
- Amalie Arena
- Amway Center
- Bankers Life Fieldhouse
- Bert Ogden Arena
- Children's Mercy Park
- Citi Field
- Comerica Park
- George M. Steinbrenner Spring Training Facility
- Gillette Stadium
- Greensboro Coliseum
- Heinz Field
- Kansas Speedway
- Matthew Knight Arena
- Mercedes Benz Stadium
- Met Life Stadium
- Minute Maid Park
- ONEOK Field
- PPL Park
- Prudential Center
- Rangers Ballpark Complex
- Safeco Field
- Save Mart Center
- Tiger Stadium
- U.S. Soccer National Training Center

Bill Corrado serves as head of Citi's municipal real estate, sports, convention center and hotel practice with extensive experience with special tax financings and over 32 years of experience. His relevant sports facility experience includes the Allentown PPL Center, Citi Field and Met Life Stadium. His recent tax-increment financing experience includes the Ballston Quarter and the City Center Lehigh Valley Projects.

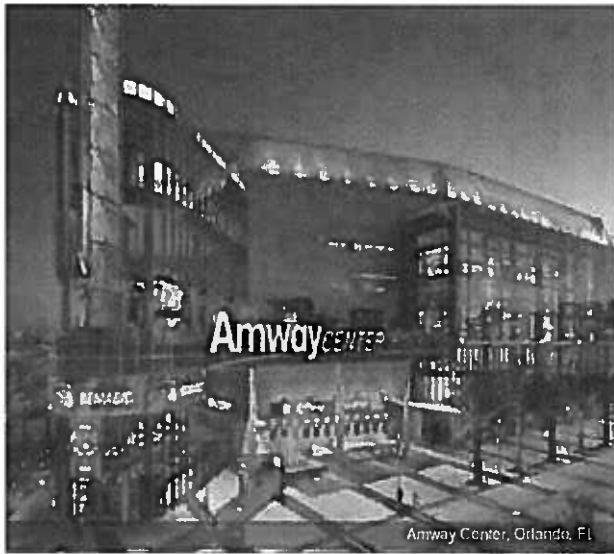
Education: Columbia University (M.B.A.) and Boston College (B.S.)

Kirsten Krug serves as a Director in Citi's Mid-Atlantic Group and provides day-to-day management for municipal clients in the Commonwealth of Virginia. Her extensive investment banking experience with Mid-Atlantic issuers includes the City of Richmond, Arlington County, Fairfax County and the Commonwealth of Virginia. Ms. Krug has completed over \$16 billion in municipal bond financings in her 19-year tenure in Citi's Public Finance Department, ranging from straightforward new money issues to complex derivative transactions.

Education: University of Pennsylvania (B.S.)

Relevant Tax-Increment Financings

- Ballston Quarter Project,
- City Center Lehigh Valley Project
- Garvies Point Public Improvement Project
- Gary / Chicago International Airport
- Harbor Point Project
- Jefferson Technology Park Project
- Pinnacle Project
- Route 33 Project, Palmer Township



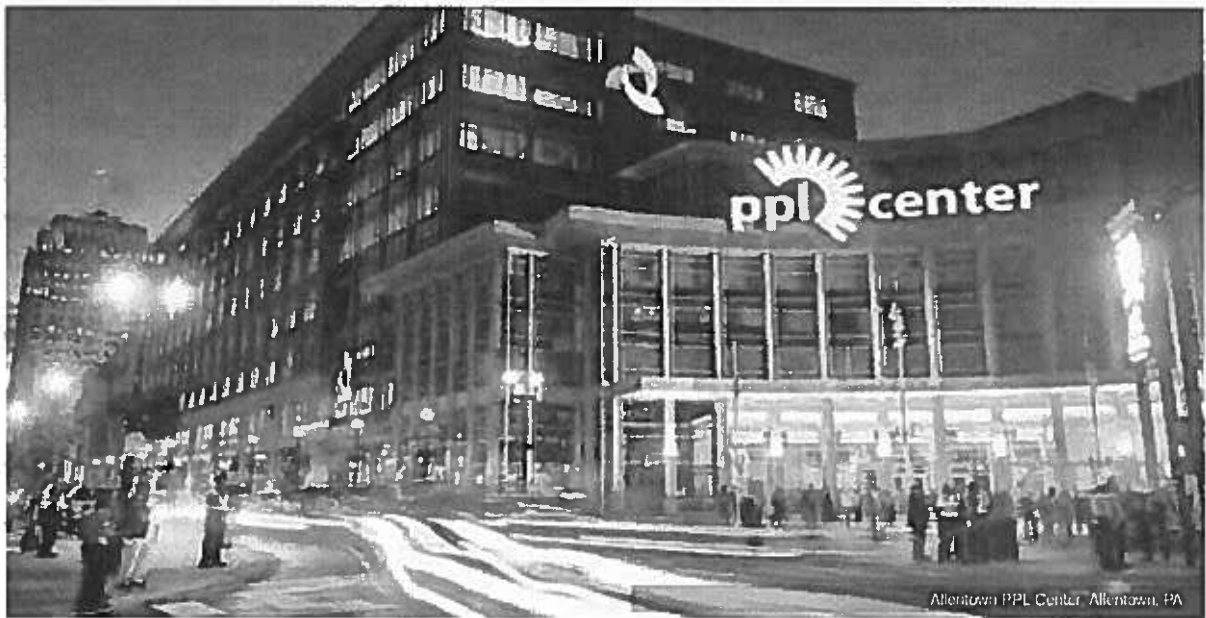
Amway Center, Orlando, FL



Matthew Knight Arena, Eugene, OR



Children's Mercy Park, Kansas City, KS



Allentown PPL Center, Allentown, PA



Mercedes-Benz Stadium, Atlanta, GA



Prudential Center, Newark, NJ

Concord Eastridge

Arena / Armory Bond Financing

Concord Eastridge, Inc., a female owned real estate development firm, is a nationally respected leader in public/private and mixed-use development, working in conjunction with all levels of public and private education, city and county government, transit authorities, government agencies and not-for-profit institutions. With a strong portfolio of private development projects, these commercial and multi-family residential projects complement the firm's public/private development endeavors.

Relevant Projects

- Roosevelt Point
- The L
- The Mason Inn Conference Center & Hotel at George Mason University
- Eagle Village at the University of Mary Washington
- University of Mary Washington Campus Center
- Hyatt Place
- Hampton Roads Transit Southside Bus Maintenance Facility & Administrative Building
- Inderkum High School at the Natomas Town Center

Susan Eastridge founded Concord Eastridge, Inc. in 2003 and serves as its President and CEO. Susan has over 30 years of experience in the commercial real estate industry, with a focus on acquisition and disposition, development, leasing, and management. She has overseen the planning and development of urban mixed-use projects, as well as build-to-suit facilities for corporations, educational entities, and government agencies. Her experience includes the development of more than 7 million square feet of commercial space valued at over \$1.5 billion and the acquisition/disposition of approximately \$900 million in commercial property. She has leased more than 1.5 million square feet of office, retail and industrial space, and she also has directed a management portfolio of commercial properties totaling 3.8 million square feet.

Education: B.A. in Political Science and Economics from Arizona State University

Mike Haller has more than 40 years of commercial real estate and development experience. Over the course of his career, he has completed corporate educational/training facilities in excess of \$500M, as well as developing more than 4 million square feet of commercial building space. Mike's knowledge of private and public real estate development and his understanding of the development process, allows him to provide clients and partners with creative solutions. He serves as Executive Vice President, with a focus on the development of new business and investment relationships, as well as the coordination and transitioning of new opportunities into the due diligence stage.

Education: Arizona State University



Interim High School, Sacramento, CA



Thru L. Raleigh, NC



Mason Inn, Fairfax, VA



Roosevelt Point, Phoenix, AZ



Virginia Tech Aerospace Facility, Blacksburg, VA



UMW Campus Center, Fredericksburg, VA

Cooper Carry

Convention Center Hotel Design

Relevant Hotel Projects

- Hotel Avalon
- Ritz Carlton Renovation
- Riverside Hotel
- Kansas City Loews Hotel
- The Sanctuary at Kiawah Island
- Henderson Beach Resort Hotel
- Canopy Bluff Resort & Residences
- Sea Pines Plantation Golf Club
- Chesapeake Conference Center

Cooper Carry is ranked in the Top 5 Hotel Design Firms by Architectural Record magazine and has designed over one hundred hospitality projects – including 25,000 guest rooms and over one million square feet of meeting space. The Hospitality Studio's seasoned leadership and innovative creative process consistently produce beautiful, thoughtful, and considered hotels that celebrate communities in which they live. With a deep knowledge of operational efficiencies and a portfolio of innovative design solutions.

Andrea Schaub received her Bachelors degree in architecture at Georgia Institute of Technology. While attending Georgia Tech, she participated in a study abroad program and spent her senior year living in Paris, studying art, architecture and French culture. She returned and remained in Atlanta for the following 12 years as she built her architectural experience, concentrating on both hospitality and educational projects. Andrea moved to Northern Virginia in 2005 to continue her career at Cooper Carry. Andrea has served diverse project roles from Project Architect to Senior Designer. She brings a passion for furniture design and fabrication that includes sculptural and functional pieces featured in galleries and restaurant venues.

Education: Georgia Institute of Technology

Rob Uhrin has held a leadership design position on nearly 30 hotels and 6,000 keys, more than half of which have been in an urban setting, where the building is expected to catalyze its urban environment. He leads a thriving hospitality studio in Cooper Carry's Alexandria office, where he combines resources from Cooper Carry's national practice to complete projects nationwide. He's regularly on the road, pitching a greater vision of the 21st-century hotel as a gathering place surrounded by restaurants, shops, offices and townhouses, wrapped into a truly spectacular place. Rob's favorite projects include urban infill that revitalize an existing urban area and represent investment in the surrounding neighborhoods. Currently he is leading projects that range in diversity from a massive urban scale down to boutiques, while being a thought leader as the industry continually redefines itself.

Education: BS in Architecture from Virginia Polytechnic Institute and State University

Professional License: VA Registered Architect # 0401016156 (and NCARB member)



HILTON HOTELS & RESORT

- Hilton Cleveland Downtown, Cleveland, OH
- THE MAIN, Norfolk, VA
- Douala Hilton Hotel, Douala, Cameroon
- Buckhead Village Hilton Garden Inn, Atlanta, GA
- Downtown Atlanta Homewood Suites by Hilton & Condos, Atlanta, GA
- Virginia Beach Hilton & Conference Center,
- Santa Monica W Hotel, Santa Monica, CA
- Suffolk Hilton Garden Inn & Conference Center,
- Clayton State Hilton Garden Inn, Morrow, GA
- Terrace Garden Inn, Atlanta, GA
- Palm Beach Gardens Doubletree Hotel
- Portland Doubletree Hotel, Portland, ME
- Church St. Plaza Hilton Garden Inn, Evanston, Ill
- Orlando Hilton Sea World, Orlando, FL
- Sea World Hilton Garden Inn, Orlando, FL
- Constitution Square Hilton Garden Inn, Washington, D.C.
- Fairbrook Hilton Garden Inn, Washington, D.C.
- Embassy Suites in Springfield, VA

MARRIOTT HOTELS

- Marriott Marquis, Washington, D.C.
- Marriott Hotel & Lancaster County Convention Center, Lancaster, PA
- Marriott City Center, Raleigh, NC
- Sugar Land Hotel & Conference Center, Sugar Land, TX
- Norfolk Waterside Hotel & Conference Center, Norfolk, VA
- Renaissance Hotel & Conference Center, Portsmouth, VA
- Marriott Baltimore Waterfront, Hotel & Conference Center, Baltimore, MD
- Cool Springs Hotel & Conference Center,
- Philadelphia West Marriott Hotel, Conshohocken, PA
- Memphis Convention Center Marriott Expansion, Memphis, TN
- Thousand Oaks Marriott & Conference Center, Memphis, TN
- Gwinnett Marriott Hotel & Conference Center, Atlanta, GA
- Arlington Capital View Renaissance & Residence Inn, Arlington, VA
- Boca Raton Marriott at Crocker Center, FL
- Minnetonka Marriott Minneapolis, MN

- Courtyard by Marriott, Newington, VA
- Residence Inn Lenox Square, Atlanta, GA
- Columbia Place, Washington, D.C.
- Courtyard by Marriott, Charleston, S.C.
- Albany Residence Inn/Courtyard, Albany, NY
- Macon Marriott City Center, Macon, GA
- Ithaca Marriott, Ithaca, NY
- Gaithersburg Marriott Renovation, MD
- Marriott Atlanta Downtown Guestroom Renovation, Atlanta, GA
- Marriott Atlanta Perimeter Center Guestroom and Lobby Renovation, Atlanta, GA
- AC Hotels by Marriott at Phipps Plaza Buckhead, Atlanta, GA
- Lake Nona Courtyard & Residence Inn, Orlando, FL

HYATT HOTELS

- Hyatt Place/Hyatt House Midtown, Charleston, SC
- Hyatt Regency Wichita Convention Ctr Hotel, Wichita, KS
- Hyatt Place at Dulles Station, Fairfax, VA
- Hyatt at Villa Christina, Atlanta, GA
- Capitol Square Hyatt Place, Washington, DC
- Hyatt Place Harborside, Baltimore, MD
- Hyatt Place, North Carolina State University
- Hyatt, 1522 K Street, Washington, D.C.

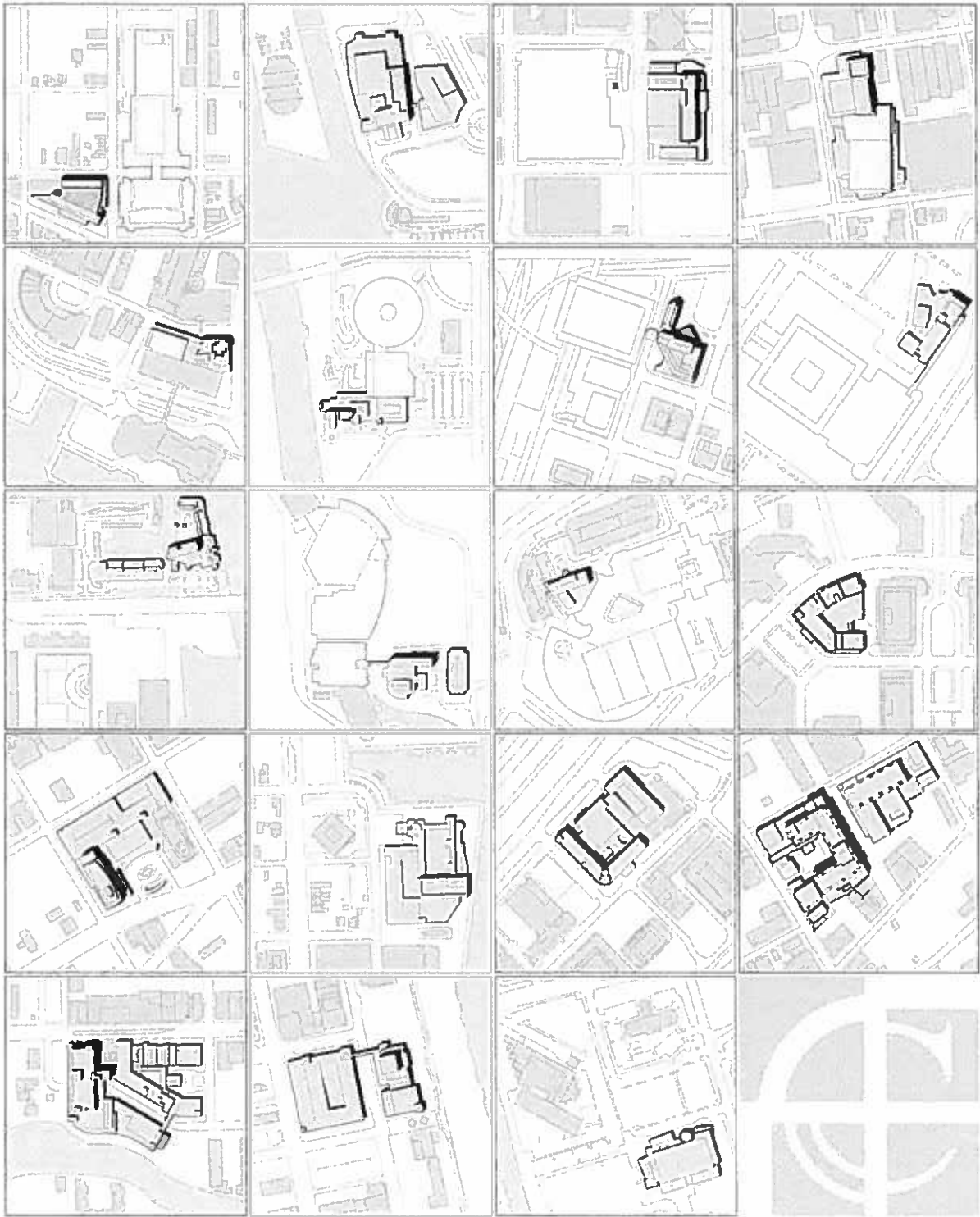
STARWOOD HOTELS

- Westin Alexandria & The Jamieson Condos, Alexandria, VA
- Westin Peachtree Plaza Guestroom and Lobby Renovation, Atlanta, GA
- Westin Buckhead Public Space Renovation, Atlanta, GA
- Tysons Corner Westin Hotel, Washington, D.C.
- White Flint Westin Hotel, Washington, D.C.
- Sheraton at Dulles Place, Fairfax, VA

OTHER HOTELS

- Avalon, Alpharetta, GA
- Ritz Carlton Renovation, Amelia Island, FL
- Riverside Hotel, Ft. Lauderdale, FL
- Kansas City Loews Hotel, Kansas City, MO
- The Sanctuary at Kiawah Island, SC
- Henderson Beach Resort Hotel, Destin, FL
- Canopy Bluff Resort & Residences, Jekyll Island, Georgia
- Sea Pines Plantation Golf Club, Hilton Head,
- Chesapeake Conference Center, VA

Cooper Carry Conference Center Hotels



CSL

Arena Feasibility

Relevant Arena Projects

- American Airlines Center
- Amway Center
- AT&T Center
- Bankers Life Fieldhouse
- Barclays Center
- BOK Center
- Chesapeake Energy Arena
- Denny Sanford Premier Center
- Dickies Arena
- KFC Yum! Center
- Norfolk SCOPE Arena
- Philips Arena
- Pinnacle Bank Arena
- PPG Paints Arena
- Sprint Center
- STAPLES Center
- Target Center
- TD Garden
- Ted Constant Center
- Toyota Center
- Wells Fargo Arena

Relevant Mixed-Use Arena/Stadium Projects

- American Airlines Center / Victory Park
- Busch Stadium / Ballpark Village
- Pro Football Hall of Fame
- PPL Center / Allentown Neighborhood Reinvestment Zone
- Staples Center / L.A. Live
- TD Place Arena & Stadium / Lansdowne Park
- The Ford Center at the Star

Conventions, Sports & Leisure International ("CSL") is the nation's leading market and financial feasibility advisor for arena and stadium developments. CSL assists its clients from the earliest stages of project planning, ensuring that all decisions are informed ones. CSL consultants provide in-depth information, creative solutions to underlying issues, a thorough analysis of financial implications, and various measurements of risk and return surrounding alternative courses of action. CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace. CSL is able to provide these services by drawing upon over 150 years of collective experience from its professional staff. Over the past three decades, CSL has completed over 1,800 feasibility studies for public assembly venue developments.

Jay Lenhardt is a Principal with CSL and has more than 23 years of experience in assessing the feasibility of arena and stadium developments across the country and throughout the world. Jay has provided market research, demand, building programming, financial projections, economic impacts, and funding plans for over 600 projects spanning professional, collegiate, municipal and amateur sports facilities. Jay's arena experience includes the American Airlines Center, AT&T Center, Banker's Life Fieldhouse, Dickies Arena, Target Center, Toyota Center and Wells Fargo Arena. Prior to joining CSL, Jay was a Senior Consultant in the Sports & Entertainment practice at PricewaterhouseCoopers. Education: University of North Texas, Bachelor's in Finance

Adam Kerns has more than a decade of experience in providing market and financial advisory services to the sports and entertainment facility industries. Adam has conducted feasibility studies for over 150 arena and stadium projects nationwide including recent studies for a new Los Angeles Clippers arena, the Amway Center and Dickies Arena. Prior to joining CSL, Adam worked for the Houston Astros and Texas Rangers. Education: University of Iowa, M.S. in Athletic Administration



Future Cities

Multifamily and Community Design

Relevant Projects

- Staples Center
- US Airways Center
- USA Basketball
- Rio Salado Eco District
- ASU Sun Devil Stadium
- Dodge Theatre
- Fashion Show
- Golden State Warriors Waterfront Arena
- Jackson Street Entertainment District
- Nokia Live Theater
- Wamu Theatre
- Victory Plaza (AT&T Plaza)

Future Cities is a design-driven, vision-creating real estate company that aggregates urban land with sports and entertainment content in new and more valuable forms. They are structured to collaborate Structured as a non-traditional real estate development company that is based on exploring the best ideas from a cross section of industries and finding the synergies that give them even greater value.

Michael Hallmark Michael is recognized as one of the country's leading experts in the design and development of sports facilities and their integration with ancillary real estate assets. Since the 1980s, he has been a leading innovator in urban sports and entertainment planning and design. Sports Business Journal frequently named him one of the Nation's "20 most influential persons in the design and development of sports facilities" in their annual reporting. Prior to the formation of Future Cities, Michael was founder and director of two of the nation's leading sports planning and design firms, Ellerbe Becket (now AECOM) and NBBJ Sports. Under his leadership, his firms designed Staples Center Arena in Los Angeles and NBA/NHL arenas in Boston, New York, Philadelphia, Washington, DC, Buffalo, Cleveland, St. Louis, Tampa, Phoenix, Portland; Turner Field, Chase Field, Miller Park, and Safeco Field, and NFL venues in Philadelphia and and the American Architecture award winning Paul Brown Stadium in Cincinnati OH. Education: Bachelor of Architecture – Arizona State University

Sean Duncan Sean joined Future Cities in 2004, after serving as a senior designer on a variety of US and international urban retail projects for the Jerde Partnership where his focus has been design for the exciting intersection of entertainment and commerce. Career highlights include the entertainment/retail portion of Victory, a 75-acre new urban district in Dallas, Texas surrounding American Airlines Center. Design of this project centered on the development of a media and advertising master-plan for the district with its high-tech, high-energy focus fronting the arena at Victory Plaza. Other completed developments include the electrifying rebirth of the Fashion Show at the heart of Las Vegas Boulevard in Las Vegas, Nevada, and the critically acclaimed expansion and renovation of USA Airways arena in Phoenix, Arizona Education: University of Minnesota, University of Minnesota



Victory Plaza, Dallas, TX



Jackson Street, Phoenix, AZ



US Airways, Phoenix, AZ



Staples Center, Los Angeles, CA



Fashion Show, Las Vegas, NV



Victory Plaza, Dallas, TX

Gilbane

Contractor - Arena

Ranked by Building Design + Construction 2017 as a Top Sports Builder and the Number One Reconstruction/Renovation Contractor in the country, Gilbane is building upon the success and proven track record of more than 140 years of construction management experience. Their portfolio spans a wide range of sports and public assembly facilities including new multi-use arenas, renovated professional and collegiate athletic complexes, and rehabilitated historic theaters.

Relevant Sports Projects

- D.C. Entertainment and Sports Arena
- New Jersey Devils Prudential Center,
- Towson University SECU Arena,
- University of Maryland Comcast Center Arena
- Verizon Wireless Arena
- Orlando Downtown Arena
- Mercer County Sovereign Bank Arena
- Rhode Island Convention Center
- Dunkin Donuts Center Renovations
- Jacksonville Arena and Baseball Park
- Ohio State University Covelli Multi-Sport Arena
- U.S. Cellular Arena Rehabilitation
- University of Rhode Island Thomas M. Ryan Convocation Center and Bradford R. Boss Arena
- University of Maryland New Cole Field House
- LakePoint Indoor Sporting Facility
- Pennsylvania State University Bryce Jordan Center

Mark Astheimer, As Senior Project Executive, Mark brings experience as an expert builder of large, fast-track construction projects, with extensive experience serving as senior project executive during preconstruction, procurement, and construction phase activities. Having worked in the industry since 1968, Mark has built multiple world-class athletic and public assembly facilities throughout his career. With his vast knowledge of athletic and public assembly construction, Mark is a key contributor to Gilbane's national Sports and Entertainment Center of Excellence.

Education: AS/Engineering - Temple University

Colin Robinson, Preconstruction Manager With more than 20 years of experience, primarily in the Richmond market, Colin is a career construction specialist with extensive knowledge of the historic preservation of national landmarks and historic places. He has the ability to accurately foresee potential issues and put in place mitigation plans before the construction schedule and budget are affected. A key to success in this role is Colin's ability to function as a versatile manager with an equally strong command of both design and construction processes combined with his extensive local market knowledge.

Education: BS/Psych. - James Madison University



Henderson

Engineer

Henderson Engineers is a national building systems design firm. They provide a wide array of design services — acoustics, architectural lighting, audio-visual, broadcast, code consulting, electrical, fire and life safety, mechanical, plumbing, security, and technology — all under one roof, with one point of contact. Their diversified portfolio represents a full range of markets including: mixed-use, sports + venue, hospitality, retail, entertainment, corporate, and many others. Their most recent work includes the Sacramento Golden 1 Center – the first LEED platinum arena in the world and the Star at Frisco – a premier sports and entertainment district in Frisco, TX.

Relevant Mixed-Use District Projects

- The Ford Center at the Star
- LA Stadium & Entertainment District
- Msheireb Heart of DOHA
- Kansas City Power & Light District
- Prairiefire

Relevant Sports Projects

- Golden 1 Center & Practice Facility
- State Farm Center
- AT&T Center Renovation
- Matthew Knight Arena
- Grand Canyon University Arena
- Confidential NBA G League Project
- Hinkle Fieldhouse
- Bankers Life Fieldhouse

Kevin Lewis serves as an Owner and Sports Practice Director at Henderson Engineers. For the past 17 years, Kevin has developed, managed, and designed multiple high-profile sports facilities and mixed-use developments across the country. Some of his projects include the LA Stadium & Entertainment District in Los Angeles, the Golden 1 Center in Sacramento, and the Ford Center at the Star in Frisco. With a focus on furthering sustainability in the industry, Kevin has managed the design of multiple LEED-Certified projects and is an annual presenter at the GBCI conference. Kevin's uplifting, positive, and approachable presence keeps his teams motivated and driving to accomplish client's goals – on time and on budget.

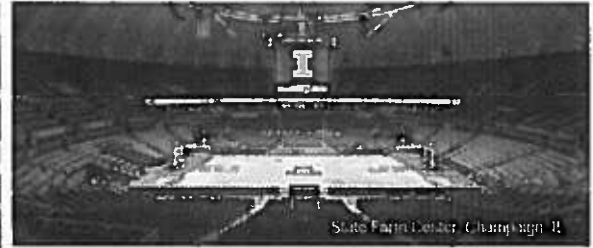
Education: MBA, University of Missouri-Kansas City, BS Mechanical Engineering, Kansas State University PE – KS, #18624

Ryan Starkovich is an Associate Vice President and Sports Practice Leader at Henderson Engineers. For more than 10 years, Ryan has played an integral role in the growth and development of Henderson's sports practice, where he has led the design of premier athletics stadiums, arenas, and practice facilities nationwide. Serving as a project manager, he has often been the primary liaison to architects, owners, and contractors. Ryan's favorite moments in sports have materialized by watching the excitement of fans as they enjoy their experiences at venues he has worked on.

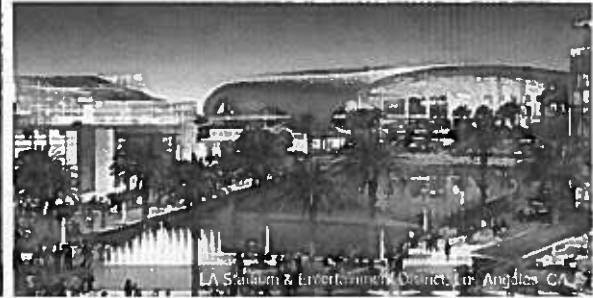
Education: BS Architectural Engineering, University of Wyoming
PE – KS, #22435



T-Mobile Stadium, Frisco, TX



State Farm Center, Champaign, IL



LA Stadium & Entertainment District, Los Angeles, CA



Golden 1 Center & Practice Facility, Sacramento, CA



Kansas City Power & Light District, Kansas City, MO



AT&T Center, San Antonio, TX

HOK

Arena Design

HOK's Sports + Recreation + Entertainment practice is one of the largest and most innovative in the world. Its landmark venues include arenas in Detroit, Edmonton, Kansas City, Miami, Columbus, and innovative stadia through the country, including the recently completed Mercedes Benz Stadium in Atlanta - the first LEED platinum stadium in North America

Relevant Sports Projects

- Little Caesars Arena
- Mercedes Benz Stadium
- Rogers Place
- American Airlines Arena
- Sprint Center
- Nationwide Arena
- Grand Canyon University Arena
- Basrah Sports City
- Auburn University Arena
- Chicago Bulls Practice Facility
- Stockton Arena
- FC Barcelona
- New Palau Blaugrana Arena
- Hard Rock Stadium
- Avaya Stadium

Mixed-Use Arena Districts

- Nationwide Arena District
- Kansas City Power and Light District
- Dubai Expo Master Plan
- Rogers Place and the ICE District
- The District Detroit

Bill Johnson serves as the lead Design Principal for HOK's Sports + Recreation + Entertainment practice. Recognized as a leader in the sports design community, Bill's work spans professional, civic and collegiate venues across the country, including the recently opened and internationally acclaimed Mercedes Benz Stadium in Atlanta, renowned NBA arena projects in Phoenix, Philadelphia, Boston, and major civic arenas in Kansas City, New Haven, and Baltimore. Bill's approach is defined by his ability to develop integrated solutions that achieve the unique objectives of each client and contribute to the vitality of the broader community.

Education: Bachelor of Architecture; Bachelor of Environmental Design, 1982 | University of Kansas
Professional License: 005231

Chris DeVolder has more than 20 years of experience designing environmentally responsible facilities for sports, civic, commercial and residential markets. His creative and technical skills have advanced the way the design profession approaches sports venues and training facilities, not just in the design and construction process, but with sustainable operations and programming as well. Chris is one of HOK's first WELL Accredited Professionals, playing an integral role in advising the firm on the evidence-based system for measuring, certifying and monitoring the impact of the built environment on health and well-being. These principles inform his approach, as he advises on the potential impact sports facilities can have on improving human health through design. Most recently, Chris led the sustainability team for Mercedes-Benz Stadium which is the first LEED Platinum professional sports stadium in North America.

Education: Bachelor of Architecture, 1993 | University of Kansas
Professional License: 007561



Hourigan

Engineer

With a diverse portfolio of healthcare and higher education experience, Hourigan has become the "go-to" firm for managing complex projects with unique characteristics and timelines, while delivering to the highest standards. With the Hourigan headquarters located in downtown Richmond, they are ideally situated to serve the Development.

Major VCUH/VCU Projects

- Adult Outpatient Clinic, VCU Health System
- Neuroscience, Orthopaedic, & Wellness (NOW) Center, VCU Health System
- Sheltering Arms Rehabilitations Institute, Joint Venture VCU Health & Sheltering Arms
- W. Baxter Perkinson School of Dentistry, Virginia Commonwealth University
- Academic Learning Commons, Virginia Commonwealth University

Relevant Projects

- 600 Canal Place, Dominion Energy
- Fort Norfolk Plaza
- Sentara Belleharbour Medical Office Building
- Bon Secours Heart Institute at Reynolds Crossing
- Altria Center for Research & Technology
- West Creek Medical Office Building
- Sentara Princess Anne Medical Office Building Complex
- OrthoVA Medical Office Building – Boulders Parkway
- Media General Complex

Mark Hourigan, CEO, has more than 35 years of experience in the Richmond commercial construction industry. As the CEO of Hourigan, he remains heavily involved in the daily management of the business and will ensure the appropriate executive oversight, personnel, and capital resources for the success of the VCU Health Medical Office Building. With over \$300 million in construction projects for VCU Health / VCU and over \$2 Billion in Central Virginia completed or in progress, his team of local professionals is well qualified to successfully deliver the project.

Education: Gettysburg College, University of Richmond

Todd Donaldson, President has over 35 years of construction management experience with 15 being in the Richmond area for Hourigan. He brings an impressive record of consistent and successful project delivery for Hourigan's clients. Todd's leadership and organizational skills have been critical in such high-profile projects as the Altria Center for Research & Technology, the VCU Academic Learning Commons, the Bon Secours Heart Institute at Reynolds Crossing, and 600 Canal Place for Dominion Energy. He will act as the chief team builder ensuring collaboration with project stakeholders and promoting the utilization of diverse businesses where applicable on the project.

Education: Assoc. of Applied Science in Mechanical Engineering from the State University of New York



HR&A

Engineer

HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and public policy consulting firm, providing strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years.

Relevant Projects

- Market Analysis and Development Strategy Support
- Market Analysis and Economic Strategies for Pennsylvania Avenue
- Charlottesville Market Analysis
- Redevelopment Planning for CityCenter
- Capitol Riverfront Planning
- Denver Broadway Station Site
- Mixed Use Site in NoMa
- Eisenhower West
- Station Area Market Analysis
- Atlanta BeltLine Murphy Crossing

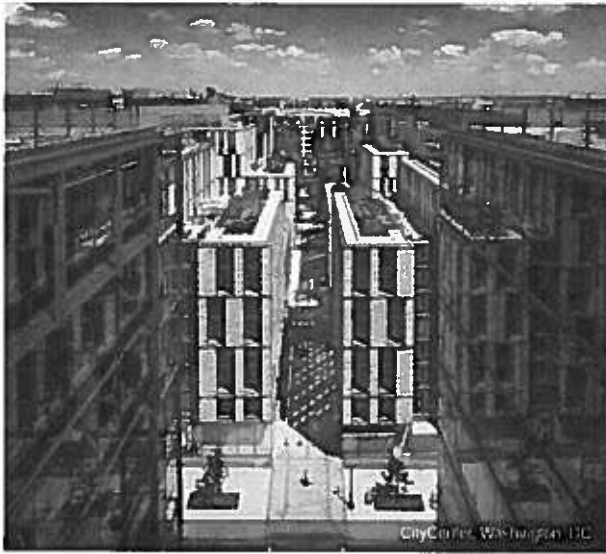
Stan Wall, Partner brings over 20 years of public-private real estate experience in the Washington Metro Area market. Stan counsels public and private clients on complex real estate projects by advising on strategy, planning, finance, development, and construction. Prior to joining HR&A, Stan was the Director of Real Estate and Station Planning at the Washington Metropolitan Area Transit Authority, where he led the organization's transit-oriented development program and advanced the development of the organizations land holdings around the Washington Metropolitan region. Stan is also the founder of Wall Development Group, an organization that pursues opportunities focused on sustainable development, urban infill, and public-private partnerships.

Education: University of Pennsylvania; Pennsylvania State University

Professional License: PE 906204

Candace Damon, Vice Chairman has devoted her 30-year career to crafting sustainable urban redevelopment strategies for cities across North America. Her specific areas of expertise include ensuring the long-term viability of urban open spaces, leading organizational planning for non-profits and institutions, supporting master planning efforts for large-scale revitalizations, and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient. Candace is a member of the Board of the City Parks Alliance and the Urban Green Council, a founding partner of G. Works, a member of the New York City YMCA Real Estate Advisory Committee, and a member of the Advisory Board and President Emeritus of the Atlantic Avenue Local Development Corporation. She received the "Women of Influence Award" from the Real Estate Forum in 2008.

Education: Harvard University Law School; Amherst College



CityCenter, Washington, DC



BeltLine Murphy Crossing, Atlanta, GA



Broadway Station, Denver, CO



Tysons Corner, VA



Eisenhower West, Alexandria, VA



Capitol Riverfront, Washington, DC

J.P. Morgan

Arena / Armory Bond Financing

J.P. Morgan's Corporate & Investment Bank is the largest investment bank in the world and a global leader across banking, markets and investor services with \$21.4 trillion of assets under custody. Notably, the Public Finance department is a top underwriter of municipal debt, obtaining 11.4% market share in 2017.

Stadium / Arena / Convention Center Financing

- Los Angeles Stadium at Hollywood Park (LA Rams and LA Chargers)
- Orlando City Stadium (MLS)
- USTA – National Tennis Center
- Philips Arena (Atlanta Hawks)

Tax Incremental Financings

- Hudson Yards (New York City)
- San Jose Redevelopment Agency
- City of Orlando
- County of Oakland

Other Relevant Financings

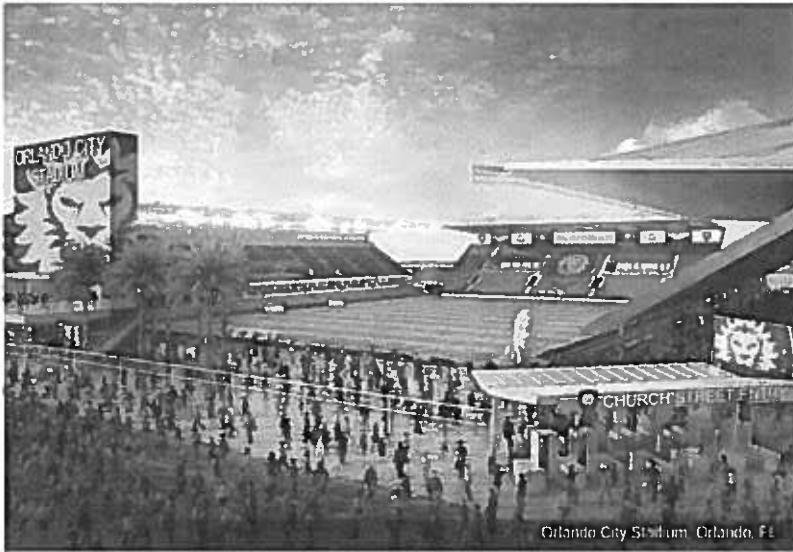
- 1 Bryant Park
- 7 World Trade Center
- 3 World Trade Center
- American Dream @ the Meadowlands

Michael Carlson, Managing Director heads the National Infrastructure Group within the Public Finance Department. Mike has a broad background in the debt capital markets and has senior managed over \$40 billion in infrastructure projects. With a diversity of funding sources and repayment streams, including both asset driven and tax backed, Mike regularly works across the JPMorgan platform to execute solutions in the syndicated loan market, private placements, and public capital markets in addition to balance sheet products. Mike has worked on a number of large entertainment and sports venue financings around the country at both the municipal, college and professional level and led the largest tax increment financing ever done for the City of San Jose in 2017.

Education: MBA, Santa Clara University, Bachelor's University of California at Berkley

Michael Britchkow, Executive Director, is a member of the stadium and arena financing team in addition to his responsibilities covering the City of New York and other clients in the Northeast. Michael has extensive experience in developing and implementing low-cost, efficient and flexible financing structures, and since 2004, has structured over \$40 billion for clients. His experience includes financings for MLB, NHL, MLS and NFL teams, and most recently was the lead banker for the USTA's National Tennis Center financing of \$750 million. Michael is currently involved in financings for a stadium for the NFL as well as arenas to be used primarily as performance venues. He has also completed over \$10 billion of tax increment financing and real estate-backed bond transactions since 2010.

Education: BA - Economics, Rutgers University



Orlando City Stadium, Orlando, FL



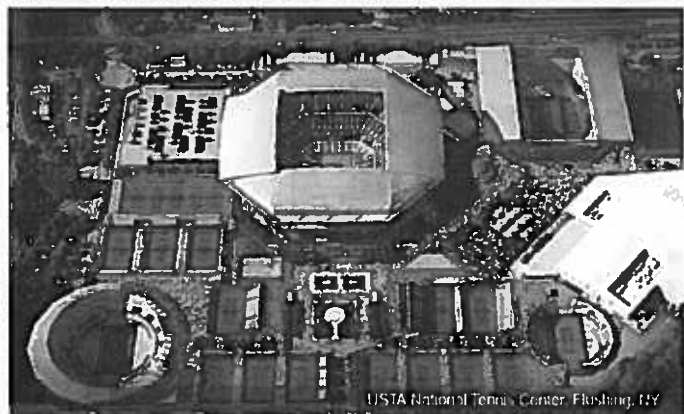
3 World Trade, New York City, NY



LA Stadium at Hollywood Park, Los Angeles, CA



Hudson Yards, New York City, NY



USTA National Tennis Center, Flushing, NY

McGuire Woods

Legal/Consulting

McGuireWoods multidisciplinary public private partnership/infrastructure team partners with clients around the world in many industries to develop creative legal and business solutions. Our team advises clients on the zoning, development and environmental aspects of a potential site, and assist with real estate acquisition, leasing and/or financing for public private partnership projects. One aspect of McGuireWoods' value proposition is our ability to address client issues from multiple angles by teaming up with our affiliate McGuireWoods Consulting – the national leader in public private partnerships. By combining public policy capabilities with project experience, our clients receive unparalleled service that takes projects from conception to reality.

Relevant Projects

- MacArthur Mall – Norfolk
- Portsmouth Downtown Redevelopment
- Charlottesville Downtown Mall
- 6th Street Marketplace
- 600 Canal Place, Dominion Energy
- Gladding I and II (VCU) Student Housing Redevelopment
- SunTrust Mortgage Building in Old Manchester
- Rolls Royce Jet Engine Manufacturing Facility in Prince George County
- Greater Richmond Convention Center
- SunTrust Bank Building in Old Manchester
- Sportbacker's Stadium
- Martin Agency Office Building and Parking Garage
- Capital One Goochland Campus
- Starbucks Roasting Plants
- Starbucks Roastery
- Loew's Hotel – Atlanta
- Marine Corps Heritage Museum, Quantico
- Jordan River Bridge
- Ritz Carlton Hotel – Charlotte
- University Apartments at Ettrick
- Virginia Tech Ballston Campus
- Baltimore Convention Center Hotel
- Southampton County Wetlands Mitigation Bank
- Chatham Square Mixed Income Housing

George Keith Martin, Partner, George practices construction, commercial real estate and municipal law. He has represented public and private entities on numerous public private partnership transactions. Further he has handled real estate projects, including construction, acquisition and disposition of real property, and redevelopment and adaptive re-use. He also has extensive experience negotiating and drafting comprehensive development agreements for public-private partnerships and has worked on bond financings to fund construction of those projects. Further he has lectured nationally on public private partnerships and construction related topics. Additionally, he is a member of the firm's P3/Infrastructure Industry Team.

Education: Howard University; University of Virginia

Christopher Lloyd, Senior VP & Director, Chris leads the McGuireWoods Consulting infrastructure and economic development team where he specializes in site selection and economic development incentives negotiations. Chris has also worked closely with clients on numerous public-private partnership projects for transportation and other infrastructure as well as playing a leading role in the development and passage of Virginia's public-private partnership laws. These statutes have since become model legislation for use in other states. As a result of this work, Chris has become a frequent speaker on economic development policy issues and public private partnership projects around the country. Education: William & Mary

Edmund S. Pittman, Partner, Ed has extensive experience with public private partnership transactions. He also has experience with transactions involving the acquisition, disposition, development, financing and refinancing of all types of commercial real estate and the leasing and subleasing of retail, office and industrial properties. He represents sellers, purchasers, developers, lenders, landlords and tenants in all aspects of these transactions, including the preparation and negotiation of purchase and sale contracts, development agreements, loan transactions, conveyance documents, ground leases, leases and subleases. He also has extensive experience in the areas of leasehold financing, including synthetic lease and sale/leaseback work.

John W. Bates, III, Counsel, John practices business law generally, concentrating in real estate, finance and municipal law. He heads a team of lawyers from several practice areas that provides targeted services to businesses which are expanding or relocating into the mid-Atlantic region. He has represented local governments and businesses in a wide range of public-private partnership ventures. His considerable real estate experience includes development, financing and leasing of shopping centers, office buildings and hotels as well as large-tract mixed use development. He also has considerable experience working on large urban projects.

Arthur E. Anderson II, Partner, Arthur's practice is focused on the areas of public finance and federal, state and local taxation. He has extensive experience as bond counsel with governmental bond issues, including general obligation, revenue and "subject to appropriation" financings for water and sewer projects, public schools and roads, commuter rail and other transportation facilities, and in tax-exempt financings for nonprofit organizations. He also provides tax support for the firm's public finance group. He has applied his transactional and tax experience in assisting clients with developing innovative financing techniques, including synthetic tax increment financing and public private partnerships.

MuniCap

Public Finance and Tax Revenue

MuniCap, Inc. is a public finance consulting firm specializing in the aspects of economic development, redevelopment and public-private partnerships. MuniCap is one of the most experienced firms in the country having provided services for over 300 public-private partnership projects totaling over \$5.5 billion in public financings.

Relevant Projects

- Little Caesars Arena
- National Harbor
- The Wharf

Keenan Rice has worked almost exclusively in the area of public financing related to real estate development for the last twenty-five years. As a result of his extensive experience in this field, he is recognized as one of the most experienced and knowledgeable professionals in the country in the fields of tax increment financing and other public finance programs used with real estate development. MuniCap was founded by Keenan Rice after being a senior principal at one of the leading public finance consulting firms in California, where he also specialized in public financing related to real estate development. Prior to beginning his career in public finance, Mr. Rice was a vice president at a major real estate development firm. Before working in real estate development, Mr. Rice was a real estate loan officer for a major financial institution.

Education: BBA - Texas Tech University, MBA - University of North Texas

Emily Metzler has been an employee of MuniCap for more than ten years. In her position, Ms. Metzler has managed the public financing of over fifty differing large-scale, catalytic development projects and actively participates in all aspects of the financial structure of each deal from conception to capitalization, implementation, and administration post-issuance. Clients include public entities such as Fairfax County, VA, Howard County, MD, and Montgomery County, MD, as well as private entities such as Gaylord, Forest City, Related Companies, Newland, and PN Hoffman. Since 2007, Ms. Metzler has assisted with the issuance of over \$900 million in publicly marketed bonds.

Education: BA - Real Estate and Finance, Clarion University



The Wharf, Washington, DC



The Wharf, Washington, DC



National Harbor Waterfront, Prince George's County, MD



National Harbor Waterfront, Prince George's County, MD



Little Caesars Arena, Detroit, MI

NewTown Advisors

Design Consultant

NewTown Advisors, LLC., a consultancy firm specializing in the parking, transportation, and mobility sectors with a focus on implementing latest industry trends and practices while leading successful Public Private Partnership (P3) infrastructure projects.

Relevant Project Experience

- Richmond, VA – city wide parking operations analysis
- Asheville, NC – parking operations best practices
- Decatur, GA – parking demand and utilization analysis
- Annapolis, MD – operational report
- Chelsea, MA – operational report
- Miami, FL – demand, feasibility, utilization and general obligation bond issuance
- Port Orange, FL – demand and feasibility analysis
- Tampa, FL – operational analysis
- City of Coral Gables, FL – demand and utilization report
- Clearwater, FL – financial feasibility report
- Atlanta, GA – operational analysis

Roamy R. Valera, CAPP, Board Chair, International Parking Institute and Chief Executive Officer of NewTown Advisors a consultancy firm specializing in the parking, transportation, and mobility sectors. He has a background in the parking, transportation, and mobility industry that extends over 28 years, including 11 years as a public administrator. His focus included implementing latest industry trends and practices while leading a successful Public Private Partnership (P3) infrastructure corporate wide efforts. He was personally involved in over \$500MM in transactions like Harrisburg, PA; New Orleans, LA; Atlanta, GA, Annapolis, MD; Nashville, TN, and others. As an executive for the largest parking operator in the north America, Roamy was the business leader in the municipal and institutional verticals markets. He is bilingual with fluency in English and Spanish.

Education: Barry University, Miami Shores, FL. Bachelor in Public Administration

VCU - CURA

Economic Benefits Analysis

The Center for Urban and Regional Analysis (CURA) is the economic and policy research center of L. Douglas Wilder School of Government & Public Affairs at Virginia Commonwealth University. CURA serves state agencies, regional organizations, planning district commissions, workforce investment boards, local governments, businesses, and non-profit organizations, providing policymakers and stakeholders with the needed data and analysis to make informed decisions. Through the development of customized methodologies, CURA provides consulting and research services through a mix of qualitative and quantitative methods around three main areas: Policy And Program Impact Evaluation, Decision Support Systems, And Strategic Planning.

Relevant Projects

- "Virginia SWAM & DBE Certification Programs: Economic Impact and policy alternatives", Feb. 2018
- "Preserving the Past, Building The Future: HRTC at work in Virginia. Economic impact of the Virginia Historic Rehabilitation Tax Credits Program", Jan. 2018
- "Economic Impact of Selected Economic Development Projects of the City of Richmond Economic Development Authority", Sep. 2017
- "Downtown Hopewell Space Feasibility Study", Aug. 2017
- "Understanding the Jobs-Affordable Housing Balance in the Richmond Region", July 2017
- "The Economic Impact of Heritage Tourism in Virginia", Feb. 2017
- "VCU's Impact on the Region: Talent, Innovation and Collaboration", Jan. 2017
- "2015 Virginia Workforce Development Survey", June 2016
- "Culpeper Downtown Market Assessment and Enhancement Strategies", May 2015
- "30 Years of Impact: How the Main Street Program Has Revitalized Virginia Communities", July 2015

Dr. Fabrizio Fasulo is the director and principal economist at the Center for Urban and Regional Analysis. His work focuses on economic and fiscal impact analysis, program evaluation, and economic development strategy formulation. He holds a Ph.D. in Economics and Institutions from the Universities of Messina and Rome, and a Master in Urban and Regional Planning from VCU, where he also received a post-baccalaureate certificate in Geographic Information Systems. During this time at CURA, Fabrizio has specialized in highly customized economic impact modeling to assess and document economic and community impacts of public and private spending programs at state, regional, and local levels.

Education: University of Messina, University of Rome

Jeff Crawford is a Research Associate at the Center for Urban and Regional Analysis and a Wilder School Graduate Fellow. Jeff works as an Urban and Economic Researcher while pursuing his Masters in Urban and Regional Planning at the Wilder School. His work includes quantitative modeling for economic impact analysis and program/policy evaluation, and statistical analysis in support of planning and decision processes. A systematic thinker, Jeff understands the vast impact that small details can have for clients and their communities.

Education: Wilder School

Omni Ecosystems

Living Infrastructure

Omni Ecosystems™ redefined living infrastructure with its Infinity Media™ and groundbreaking Comprehensive green roof. Omni's staff has diverse expertise in landscape architecture, horticulture, soils, sustainable infrastructure, construction services, ecosystem stewardship, and urban agriculture. With its multi-disciplinary team and vertical integration, Omni brings robust problem solving, interdisciplinary innovation, and long-term reliability to engaging nature in the built environment.

Relevant Living Infrastructure Projects

- Cummins Distribution Headquarters
- Harvard Business School
- Studio Gang Architects
- McDonald's Headquarters
- Nobu Hotel
- AMA Plaza
- CityWay YMCA
- Halstead CGA Office
- Keep Indianapolis Beautiful
- Method Factory
- The Roof Crop
- Land Collective David Rubin
- Carling Hotel
- Stevenson High School
- Riverline West
- Grand Cayman

Molly Meyer is the CEO and Founder of Omni Ecosystems™. She leads Omni's strategy and business development and oversees Omni's product innovation and field operations. She founded Omni with the mission to democratize access to natural spaces and to create an organization that continuously engages in bold endeavors that elevate the triple bottom line: ecological, financial, and social. Molly is also the Co-Founder & CEO of The Roof Crop™, a commercial rooftop farming company. Her work at Stanford University in systems problem-solving and in biogeochemical research and her field experience in construction means and methods were foundational in redefining the American green roof industry with Omni's groundbreaking Comprehensive green roof system.

Education: MS and BS in Earth Systems with Honors, Stanford University

Professional License: Green Roof Professional, LEED Green Associate

Michael Skowlund is a professional landscape architect and Director of the Omni Workshop, with over 15 years of experience in site planning and landscape design. Leading on projects of all scales across the country and abroad, Michael is adept at finding solutions to complicated building, site and climate challenges. Focused on collaboration between clients and multidisciplinary design teams, he crafts resilient operative landscapes that maximize functional and aesthetic potential, connecting people to land. His career is marked by studying the art of design and employing the built environment to reinforce stewardship and social responsibility.

Education: Bachelor of Landscape Architecture, University of Wisconsin-Madison

Professional License: PLA, ASLA, LEED AP and CLARB Certified, Registered in GA, IL, OH, VA, WI



Dune Acres, IN



Fulton West, Chicago, IL



Fulton West, Chicago, IL



Corum Headquarters, Indianapolis, IN



CityWay YMCA, Indianapolis, IN



Harvard Business School, Boston, MA

Perkins Eastman

Architecture

Our Large Scale Mixed—Use practice creates sustainable and unique buildings and places for people that respond to their setting and reflect local culture and context. We emphasize how buildings work together to create great urban places that make up the public realm, enhancing the pedestrian experience. We strive for transformative ideas and, in doing so, we instill long-term value. We orchestrate teams to creatively balance complex technical requirements, resulting in designs that transcend individual uses, achieve a unique coherence, and produce long-term economic value.

Relevant Research Building Projects

- Albert Einstein College of Medicine
- Beth Israel Medical Center
- Carnegie Mellon University
- Cedars-Sinai Medical Center
- City University of New York
- Cornell University
- Department of Defense
- Department of Veterans Affairs
- Duke University Health System
- ExxonMobil Research Engineering
- Gen-Probe Laboratories
- Georgia Institute of Technology
- International AIDS Vaccine Initiative
- Johns Hopkins University
- Mayo Clinic
- Memorial Sloan-Kettering Cancer Center
- Mount Sinai Medical Center
- New York University School of Medicine
- Ningbo MT&E Research Institute
- Stanford University Medical Center
- University of Alabama at Birmingham
- University of California System
- University of Chicago
- Weill-Cornell Medical College
- Westchester County Medical Center

Steven Gifford, Principal, a national leader in the design, programming and planning of major institutional and corporate buildings, has compiled a dossier of complex urban projects geared toward academia, science, technology and healthcare. These projects cover a full spectrum of science, education and wellness including academic research and teaching, biotechnology, pharmaceutical science, ambulatory and acute care, continuing care and fitness facilities. Steve has worked with various prestigious academic institutions planning and designing complex program driven buildings and has provided the same services for major corporations. His work also includes significant experience in Centers of Excellence that are designed to foster Translational Medical Research and clinical care in the search for new medical discoveries.

Education: Gettysburg College, University of Richmond

David Levo, Principal focuses on the firm's strategic consulting and facilities planning work for learning organizations. Much of his recent effort involves setting up academic change management processes related to interdisciplinary collaboration, research, and learning; and understanding how this transition impacts the function and composition of campuses. David's experience with learning organizations spans traditional, research, and online institutions, as well as corporate and government training programs. His academic planning covers almost 20 million GSF across seven state university systems from New York to Colorado. His work has resulted in the realization of over \$1B in construction in the last ten years.

Education: University of Copenhagen, University of Cincinnati



Silman

Structural Engineering

Silman is a structural engineering firm noted for its collaborative spirit in the design of new architectural works and sensitive modifications to existing structures. Silman's project experience includes a wide range of project types throughout the country, including sports facilities, research/teaching laboratories, hotels, and multi-family residential and mixed-use projects.

Relevant Sports Facility Projects

- Ruane Friar Development Center
- Appleton Arena Hockey Rink Expansion
- Cheel Arena Hockey Rink Expansion
- Campbell Sports Center
- Center for Wellness & Community Investment
- Wesley Brown Field House
- RFK Memorial Stadium Restoration/Repair

Kirk Mettam is the Executive Vice President and a Senior Principal at Silman's Washington, DC office. His 32 years of professional experience includes sports facilities, hotels, laboratory and institutional buildings, as well as pedestrian bridges. Kirk has extensive experience with projects in Richmond, both private and public. As Partner-in-Charge, he will manage the overall project, as well as the design of the new arena.

Education: MS CE, (Structural), Cornell University; BS CE, University of Maryland

Professional Licenses: VA #0402-038050

Relevant Laboratories Projects

- Advanced Research & Technology & LiSA Building
- Carnegie Institution for Science – Maxine F. Singer Building
- Emily Couric Clinical Cancer Center & Lee Street Connector,
- Seamus Davis Laboratory

Joseph Tortorella is the President and a Senior Principal at Silman's New York office. With over 35 years of structural engineering experience, he has led the design of many laboratory, medical, and higher education facilities. Joe will manage the design efforts for the new teaching laboratory and the hotel.

Education: BS, Civil Engineering, Manhattan College
Professional Licenses: VA #0402-050432

Relevant Hotel/Residential Projects

- Quirk Hotel, Richmond, VA
- The Ludlow, New York, NY
- Hotel Indigo, New York, NY
- Hudson Hotel, New York, NY
- Via Verde, New York, NY
- Cummins Global, Indianapolis, IN
- The Whitney Museum, New York, NY
- Student Tower, New Brunswick, NJ

Relevant Hotel/Residential Projects

- New General Assembly Building
- Virginia State Capitol Building,
- Richmond Old City Hall



Whitney Museum, New York City, NY



Rustic Fair Development Center, Providence, RI



Wesley Brown Field House, Annapolis, MD



Citizens Global Hall, Indianapolis, IN



Student Tower, New Brunswick, NJ



Lakeside Center, New York City, NY



1717 Innovation Center, Richmond, VA



Corporate Dining Facility, Richmond, VA



Main Street Station train shed, Richmond, VA



Ledbury Flagship & Headquarters, Richmond, VA



Greater Richmond Convention Center, Richmond, VA

SMG

Arena Operations

Established in 1977, SMG is the industry leader in venue management, managing 241 arenas, theaters, convention/exhibition centers, stadiums, and specific-use venues in nine countries. Annually, SMG holds over 32,000 events and hosts over 63,000,000 guests. SMG's public and private clients benefit from SMG's depth of resources, expertise, leadership, and creativity.

Relevant Projects

- Altria Theater
- Manchester Arena
- Smoothie King Center
- BOK Center
- Chesapeake Energy Arena
- Times Union Center
- John Paul Jones Arena
- Cox Convention Center
- INTRUST Bank Arena
- Pinnacle Bank Arena
- DCU Center Arena
- Jacksonville Veterans Memorial Arena
- Royal Farms Arena
- Blue Cross Arena
- Century Link Center
- Dunkin' Donuts Center
- Richmond Coliseum
- Konig-Pilsener Arena
- First Direct Arena
- Petersen Events Center
- Aberdeen Exhibition Center Arena
- Van Andel Arena
- Raising Cane's River Center Arena
- Peoria Civic Center
- Stockton Arena
- Citizens Business Bank Arena
- American Bank Center
- Silver Spurs Arena
- Mobile Civic Center
- Florence Civic Center
- Laredo Energy Center
- BMO Harris Bank Center
- Odyssey Arena
- Pensacola Bay Center
- Veterans Memorial Coliseum
- Wintrust Arena
- Rapides Parish Coliseum

Robert Cavalieri, Regional Vice President is a 39-year industry veteran who has served in many leadership roles with SMG for over 20 years. Bob supervises a number of SMG's facility accounts, while performing new business development for the Stadium, Arena & Theater Division. Bob was previously the President/COO of Centennial Management Group, and has held various other industry positions including Vice President/Operations for Ogden Entertainment, Executive Vice President/Entertainment Group at Madison Square Garden, General Manager of Philadelphia's Spectrum Arena, Vice President of Detroit's Joe Louis and Cobo Arenas, and General Counsel to the NHL's Detroit Red Wings.

Education: Bachelor of Science in Industrial Engineering from the University of Michigan and a Juris Doctor (cum laude) degree from the University of Michigan Law School.

Dolly Vogt is SMG's Regional General Manager who, in July 2005, relocated to Richmond to manage the Richmond Coliseum. Her business acumen soon led to an expansion of SMG's management role in Richmond. Dolly currently supervises SMG's entire Richmond operation, which consists of the Richmond Coliseum, Altria Theater, Dominion Energy Performing Arts Center and Bon Secours Washington Redskins Training Center. Dolly has recently been recognized as one of the 'Power Players' in the Richmond arts and entertainment community, ranked #3 by Style Weekly Magazine. Dolly has more than thirty years' experience in the entertainment industry; fifteen of those with SMG. Dolly has worked in various markets during her career as a concert promoter, festival producer and facility manager.

Education: Northeastern University



BOK Center, Tulsa, OK



Times Union Center Theater, Albany, NY



Allen Theater, Richmond, VA



Chesapeake Arena, Oklahoma City, OK



Intrust Bank Arena, Wichita, KS

Sustainable Design Consulting

Sustainability Consultant

SDC is a small business dedicated to bettering our built environment through sustainable development. Headquartered in Richmond, Virginia, SDC guides projects seeking high-performance design and certification under local, regional and national green building standards. Services include green building process management, sustainability planning, building science analyses, material and financing research and post-occupancy evaluations.

Relevant Projects

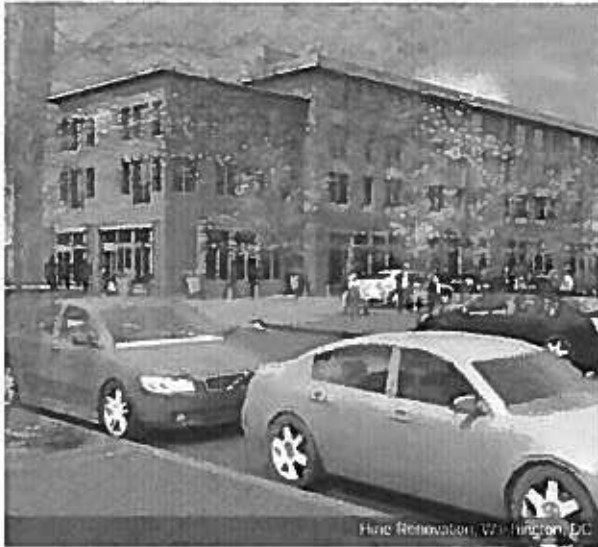
- Capital One 1717 Innovation Hub
- KIPP DC AIM Academy
- VDGS Barbara Johns Office Building
- Dovetail Construction Office
- Dove Street Redevelopment
- Main Street Station Renovation
- Links Foundation Offices
- Starwood Hotels
- Carr City Centers
- Marriott International
- Homewood Suites Arlington
- Hoffman-Streuver Waterfront
- Carr City Centers Wharf Hotel
- SW Waterfront Redevelopment
- The Yards Masterplan
- The Views at Clarendon
- The Cadence at Downtown Crown
- Hine Renovation
- Union on Queen
- St. Matthews Redevelopment
- VCU West Grace Housing
- VCU Laurel Deck
- VCU School of Pharmacy
- VCU School of Dentistry
- VCU Main Hospital Cafeteria
- VCU Mother-Child Unit
- Penguins Civic Arena Redevelopment
- Blairs Masterplan 2012, Silver Spring
- Terrapin Row Redevelopment
- Cafritz Property at Riverdale Park

Sandra Leibowitz is the Founder, Owner and Managing Principal of SDC. Based in Richmond, she leads SDC's team of experienced and credentialed professionals integrating green building design, construction, operations and maintenance concepts into projects of varying size and complexity. Sandra and her team have provided green building consulting services for over 500 commercial-scale projects, including 159 multi-unit residential buildings, 57 historic and 10 hospitality projects. 72 of SDC's projects are located in Richmond. Sandra has been honored with a Women in Sustainability Leadership Award in 2017, as one of the first class of LEED Fellows in 2011 and as among the Top 20 Most Influential Women in Richmond Commercial Real Estate in 2010.

Education: University of Oregon, Lehigh University

Luis Huertas serves SDC as a Project Manager. In his role, Luis consults on LEED compliance and sustainable design strategies, for a wide range of project types including commercial, higher education, healthcare, hospitality and institutional projects. He also advises teams on the applicability of a variety of other green building and energy efficiency standards and rating systems and spearheads SDC's scope and tool development for LEED V4 readiness. Luis is one of the founders of the USGBC Caribbean Chapter and he has also served as a panelist at the Bermuda Ministry of Economic Development's Bermuda Energy Summit. He currently serves as a Board member for the Artistic Lab for Design Ecology and architecture (ALDEA) and is a Board Member of the AIA Richmond Chapter, chairing the Public Relations committee.

Education: Arizona State, Temple University



Historic Renovation, Washington, DC



The Renaissance at Downtown Crown, Gaithersburg, MD



VCU Laurel Parking Deck, Richmond, VA



White House International Hotel, Washington, DC



Prince Street Hotel, Alexandria, VA



Element and Aloft Hotel, Washington, DC

Timmons

Design Consultant

Timmons Group is Richmond's leading civil engineering firm, employing over 525 professionals performing civil/site engineering, utility and roadway design, transportation planning, structural engineering, environmental remediation and surveying services. Their Richmond office employs over 350 professionals who have completed hundreds of urban site and infrastructure project within and for the City.

Relevant Projects

- Rocketts Landing
- Gateway Plaza
- VCU W. Grace St./W. Broad St. Housing
- VCU Basketball Practice Facility
- Stone Brewing
- Movieland at Boulevard Square
- Richmond City Center
- First Freedom Center Hotel and Museum Development

Tim Davey, PE specializes in managing high-profile, multi-disciplined projects that require expertise in pre-development, urban infrastructure, entitlements, permitting, and construction. Tim has over 30 years of experience working in the City and holds valuable relationships with the Departments of Planning, Public Works, Public Utilities, and Economic Development. These relationships helped to deliver complex projects on time and within budget. He is a past president of ULI Virginia and GRACRE, and graduated from LEAD Virginia and Leadership Metro Richmond, where he received its Servant Leader Award. Tim was named ULI Richmond's Member of the Year.

Education: Bachelor of Science, Civil Engineering, Michigan Tech University

License: Professional Engineer, Virginia (#0402 023427) and North Carolina

Andrew Gould, PE is passionate about community revitalization and champions the firm's efforts. He has been involved in many urban and brownfield redevelopment projects involving complex sites, infrastructure and environmental issues. Much of his experience is in urban settings with dense, vertical mixed-use development. He routinely works with regulatory agencies and is adept at coordinating large groups of project stakeholders. Drew currently serves on the City's Urban Design Committee and the City's Southside Revitalization Task Force.

Education: Bachelor of Science, Civil Engineering, University of Notre Dame; Master of Science, Civil Engineering, Virginia Tech

License: Professional Engineer, Virginia (#0402 030591) and North Carolina



Movieland Theater, Richmond, VA



Gateway Plaza, Richmond, VA



Statue Brewing, Richmond, VA



First Freedom Center, Richmond, VA



Ricketts Landing, Richmond, VA

VHB

Site Civil and Transportation

Relevant Richmond Projects

- City of Richmond Annual Engineering Services Contract
- City of Richmond Sustainability Plan
- Altria Center for Research and Technology
- 7th Street and Duval Street Intersection Improvements
- The Locks Apartments
- City View Landing
- Shockoe Valley Street Improvements
- Virginia Capital Trail – Richmond Riverfront Section
- Virginia Commonwealth University (VCU) Traffic and Parking Term Contract
- VCU Institute for Contemporary Art
- VCU Children's Hospital of Richmond Pavilion
- VCU West Grace Street Housing
- Reynolds South Site Development (City View)

From the firm's office in Shockoe Bottom, VHB provides site civil engineering and transportation planning and design services to help shape smart cities. From projects right here in Richmond to New York and Washington, DC, VHB brings a thorough understanding of complex transportation and development considerations in dense urban environments. VHB balances the needs of competing modes on Complete Streets, and creates designs to enhance cities' social, economic, and environmental health.

Diane Linderman, PE, PWLF, ENV SP, has focused her career on urban planning and development in Richmond and central Virginia. Her 14-year career as the City of Richmond's City Engineer and Public Works Director gives her unique insight into the local economic development and regulatory processes. Since entering the private sector, Diane has focused on developing solutions in transportation that encompass bike/pedestrian, corridor improvements, transit, traffic operations, traffic engineering, and traffic impact analysis, as well as exploring municipal/state funding for transportation and transportation policy.

Education: BS, Civil Engineering, Lehigh University
Professional License: Professional Engineer, Virginia, #0402014126

John Carty, PE, LEED AP, ENV SP, brings extensive land development experience including residential, commercial, and institutional projects. He is skilled in planning, site design, cost estimating, water distribution, grading, erosion and sediment control, utility connections, stormwater management, conveyance and discharge, and utility design. During his 20-year career in land development, John has led the VHB team in many notable projects including the T. Tyler Potterfield Memorial Bridge, the Maggie Walker Memorial Plaza, the Institute of Contemporary Art at Virginia Commonwealth University (VCU), and Maymont Farm. John serves on the Connect the Dots subcommittee for the Greater Virginia Green Building Council (GVGBC), which helps K-12 schools implement sustainable initiatives across the Commonwealth of Virginia.

Education: BS, Civil Engineering, Virginia Polytechnic Institute & State University, 1998

Professional License: PE, Virginia, #0402039452



City View Landing, Richmond, VA



Virginia Capital Trail, Richmond, VA



Altria Center for Research, Richmond, VA



City View Landing, Richmond, VA



7th and Dignity Streets, Richmond, VA

Waterstreet Studio

Landscape Design

Waterstreet Studio is a Virginia-based environmental design firm committed to client service and effective creativity. On projects ranging from civic spaces and urban streetscapes to cultural and cherished sites, we aim to connect people to place by creating purposeful and engaging landscapes that are both economically viable and environmentally responsible.

Relevant Urban Design Projects

- Virginia Commonwealth University Master Plan
- Linden Street Commons and Streetscape
- Richmond Low Line and Dock Street Improvement Plan
- Great Shiplock Park
- Franklin Street Streetscape
- 10th Street Jefferson Greenway
- City Market
- 12th Street Tree Well Studies
- Dairy Central Food Market and Mixed-Use Development
- 2nd and Main Street Streetscape
- 1st and South Street Streetscape
- Manchester Place Streetscapes and Commons
- 5th Street DRP Commons
- Main Street Improvement Plan
- Richmond Metropolitan Authority Plaza Studies
- Monroe Park
- Anthony Fokker Park
- SW Waterfront Park

Eugene Ryang, PLA, A co-founding principal at Waterstreet Studio, Eugene brings unique perspective and broad range of experience to our projects and design philosophy. Eugene has overseen and collaborated on projects ranging from municipal plazas and streetscapes, schools, universities and museums, parks and arboretums. Leading multi-disciplinary teams on both public and private commissions, he aims to connect people to place by understanding and revealing the intersection of cultural and ecological systems. Prior to opening Waterstreet, Eugene spent five years running a boutique design engineering firm and working in the offices of Nelson Byrd Woltz Landscape Architects. Education: University of Virginia, Columbia University. Professional License: 0406001194

Keith Whipple, Keith is a co-founding principal at Waterstreet Studio, managing business operations and development. For over fifteen years, Keith has worked in the construction, development, design and brokerage industries serving public and private sector clients on projects ranging from municipal parks and streetscapes, urban plazas, institutional campuses and urban infill development. Drawing on such experience, Keith brings a unique client-centered perspective to our projects, effectively working with and among the various consultants, regulators and trades involved in bringing a concept to reality.

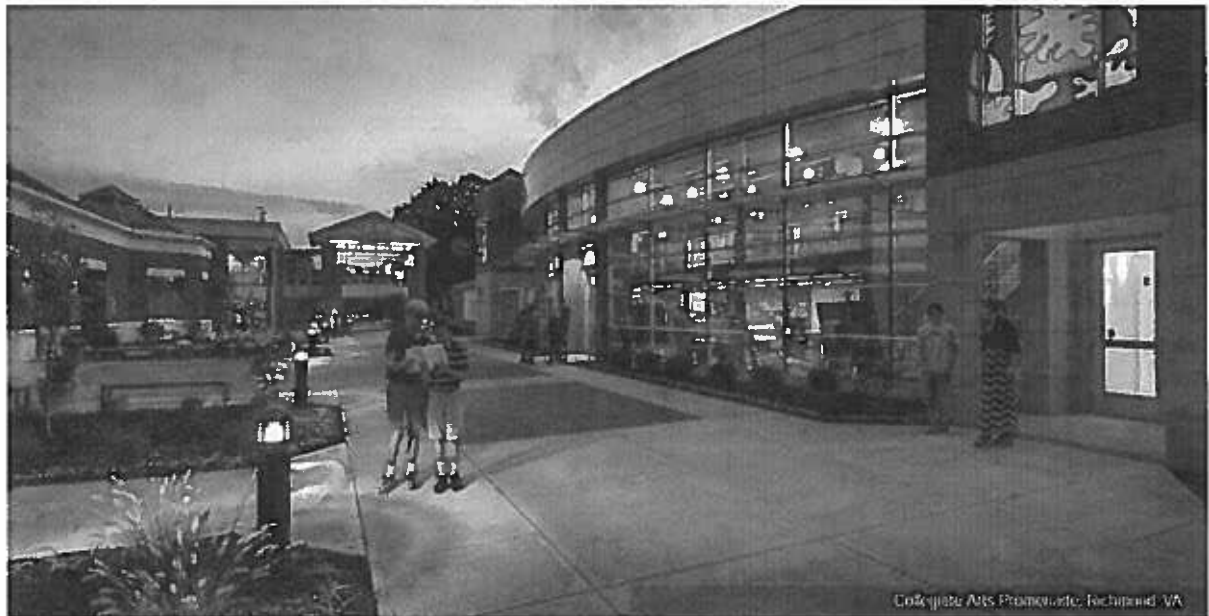
Education: William and Mary, Virginia Commonwealth University



Lock Street - Capital Trail, Richmond, VA



Linden Street, Richmond, VA



College Arts Promenade, Richmond, VA



Shelburne Park, Richmond, VA



Anthony Fokker Park, Amsterdam, Netherlands

W.M. Jordan

Contractor

Great buildings require the craftsmanship of great builders. W. M. Jordan Company is a leader in providing hospitality construction services across Virginia and the Carolinas. Our expertise with construction methods, Building Information Modeling, sustainable construction and supplier diversity leads to a quality product, every time. While we integrate the latest and most advanced technologies in the business, our people carry out our mission: the relentless pursuit of excellence. W.M. Jordan focuses its efforts regionally, yet consistently ranks in the Top 400 Contractors nationally.

Relevant Richmond Projects

- 700 East Main Street Hampton Inn and Homewood Suites
- Boardwalk Resort Hotel
- CBN Founders Inn & Conference Center
- Courtyard Marriott - Charlottesville, Chester, Virginia Center Commons
- Fort Magruder Hotel
- Graduate Inn - Charlottesville
- Hilton Garden Inn - Charlottesville, Colonial Heights, Newport News, Richmond, Virginia Beach
- Hilton Resort Hotel at Virginia Beach Oceanfront
- Holiday Inn - Chesapeake, Virginia Beach
- Inn at Hatteras
- Marriott - Newport News
- Microtel Inn
- Mulberry Inn
- Ocean Beach Club
- Quirk Hotel
- Radisson Hotel
- Ramada Plaza Resort Hotel
- Residence Inn
- Richmond Hilton Hotel and Spa
- Sheraton Inn
- Sheraton Oceanfront Hotel
- Springhill Suites - Gainesville
- Norfolk Hilton Hotel and Parking Deck
- Warwick Hotel

John R. Lawson II, President and CEO, began with W. M. Jordan Company as a Field Engineer in 1975. Under his leadership, W. M. Jordan has become the largest contractor headquartered in Virginia. He has been instrumental in the development of various cities throughout the Commonwealth of Virginia and the Carolinas into prosperous communities, such as the development of the Virginia Beach Oceanfront into a premier destination for travel and leisure. John is responsible for the construction of nine hotels on the Virginia Beach Oceanfront and the development of the 31st Street District. He is also responsible for the Tech Center Corporate Research Center, a major mixed-use development, in Newport News, Virginia. The Tech Center project has improved the quality of life in the community, through taxable real estate, job creation, and corporate research space to take science discovered at the Jefferson Lab and convert and apply it into practical uses.

Education: Virginia Tech

Michael L. Daniels, VP of Preconstruction Services, has a broad range of experience in the construction industry including roles of Estimator, Preconstruction Manager, Project Manager, Project Executive, and Vice President. He started with W. M. Jordan in 1991 as an Estimator, branching out into Project Management, and began developing the firm's Preconstruction Services. Michael has worked on large-scale hospitality projects throughout Virginia and the Carolinas. Some of these relevant projects include The Main - Norfolk Hilton Hotel and Parking Deck, the Hilton Resort Hotel at Virginia Beach Oceanfront and 31st Street Parking Garage, and the Stateview Hotel and Conference Center at NC State University.

Education: MBA from the College of William & Mary



Hilton Hotel, Norfolk, VA



Quirk Hotel, Richmond, VA



Seaside Bay Inn, Myrtle Beach, SC



Hilton Hotel, Norfolk, VA



Hilton, Virginia Beach, VA