



**Crossroads
Partnership:
Our Team**

Chapter Summary: Development Team Membership

Crossroads Partnership LLC is a world class team of developers, designers, financiers, community engagers and inclusivity experts rich in experience and diverse in constitution.



OVERVIEW

Our shared vision is to create a development where the community can **Live, Work, Play, and Meet**. This development has the potential to connect the region in a way unlike any other in Hampton Roads, creating a destination for both residents and visitors... at **"The Crossroads:"**



We have created an unrivaled team based on **partnership** and **excellence**.



We appreciate star power, but our team is a consortium of unrivaled experts in their fields, with a proven ability to **deliver**.



The proof is in our track record of successful projects, achieved independently and **collectively**.



Mixed-use is not a light endeavor, but for those who have worked hard to understand the **complexities**.



Our team represents the best and brightest in development, construction, management, financing, design, engineering and **engagement**.



Our key equity partners are philanthropists, who bring an unparalleled commitment to diversity, equity and inclusion, both in the selection of our team members as well as in our promise to deliver a new model in the creation of an equitable community for **the region**.



"The City's Supplier Diversity goals are a floor, not a ceiling. We are committed to smashing those goals!"

Vernon Marrow
E Smith Legacy



S.B. Ballard Construction

In partnership with the City of Norfolk, they have built over 8 million square feet of projects and have helped shape the City's vision of providing a fun, vibrant, entertaining and cultural community.

SB Ballard Construction Company (SBCC) was founded by its namesake, Stephen B. Ballard, in 1978, 42 years ago. During the early years of the company, the majority of the work performed was small residential and commercial concrete projects. The experience gained in those years paved the way for a progression into commercial construction. Assuming the role of developer and general contractor, SBCC began constructing increasingly larger and more complex **projects**.

We have successfully completed a long list of large-scale, complex projects of differing types, including a wide variety of office, residential, hotel, parking, and an unmatched record of performance on many of the largest,

most complex collegiate and university capital improvement projects in the state. Our focus on mixed-use projects has increased to the point that for several years this segment of the industry has been the source of much of our overall **volume**.

SBCC's history of growth in our region is admirable and a strong indicator of the dedication the company has to the clients it serves. By always acting as a strong advocate for the best interests of its customers, SBCC has grown into a firm that employs hundreds of local residents and can proudly say that 90% of our work comes from repeat **clients**.



LOCAL



SBCC prides itself on having numerous projects that far exceed State minority business goals. Our team is actively engaged with many Small Business and Supplier Diversity Organizations at the local and National level that cultivate and foster our ongoing pursuit to maximize diversity and inclusion with MBE and WBE Subcontractors. SBCC's in-house Diversity and Inclusion Coordinator, working with these organizations, will lead our efforts in obtaining small, women owned, minority owned, Veteran Owned disadvantaged business contractors and suppliers from Virginia and local to the project **region**.

Working as a developer and contractor, SBCC has a long history of reinvesting, revitalizing and redeveloping communities throughout the City of Norfolk. Our experience includes the Norfolk Public Schools Modernization Project, MacArthur Center Mall and Parking Garage, Social Security Administration Building, St. Mary's Home for Disabled Children, Sentara Heart Pavilion and Parking Garage, EVMS Education and Academic Administration Building, Harbor Heights, Half Moone Cruise and Celebration Center, Marriott Hotel and Conference Center, Norfolk Fire Stations 1 and 3, Norfolk Jail, Ghent on the Square Apartments, Fairfax Homes, Botetourt Gardens Town Homes, over 20 projects in the EVMS, CHKD, and Sentara Medical Complex, 15 projects at Old Dominion University and 6 projects at Norfolk State **University**.

Throughout the East Coast we have been involved in numerous mixed-use projects located in urban settings providing us the opportunity to work with multiple entities such as local, state and federal government, master developers and planners, financial institutions, and A/E firms. These collaborations led to successful projects that promote community health, stimulated economic growth, and provide a rich mix of public spaces. A sampling of these include Ocean Towers (FL), VSU Multipurpose Center, Harbor Heights, International Plaza (FL), JMU Atlantic Union Bank

Center and Parking Garage, VCU West Grace Street Housing, and the Peninsula **Town Center**.

Our large array of services consisting of developing Construction Management, Pre-Construction Services, General Contracting, Project Concept and Development, Public-Private Partnerships/PPEA, Design-Build, Sustainable Construction/Green Building, and Virtual Design Construction coupled with our project experience will be a great benefit to The EDA as our team of master developers works together to revitalize the Military Circle **Mall site**.

SBCC maintains a constant commitment to the subcontractor community throughout the Commonwealth of Virginia. With our long-standing history as a General Contractor in Norfolk and the surrounding area, we have established long standing relationships with Large, Small, Minority Business Enterprises, Women's Business Enterprises Subcontractors and Suppliers who are enthusiastic about working with **our firm**.

Working with the Development Team

SBCC has a long history of collaboration with both AECOM and Clark Nexsen. Clark Nexsen in collaboration with AECOM provided design services for Old Dominion University's Foreman Field Renovation + Expansion at SB Ballard Stadium, Powhatan Sports Complex, and Virginia State University 5,000-seat multipurpose arena and convocation center, all of which were constructed with SB Ballard Construction Company. Recently SB Ballard Construction Company, Clark Nexsen, AECOM, Walter P. Moore and ASM Global collaborated on the design for a new 18,000-seat entertainment and sports arena in Virginia Beach. After contracting with two independent market analysis firms, studies have confirmed the Military Circle area is perfect for a similar entertainment and sports arena in Norfolk with this very same Design/Build/Operate team.



E Smith Legacy

#1 and Only global commercial brokerage business that is a Certified Minority Business Enterprise with the National Minority Supplier Development Council.

E Smith Legacy Family of Companies, led by corporate real estate entrepreneur and NFL legend Emmitt Smith, is a commercial real estate solutions and services firm consisting of operating businesses and ventures infrastructure construction, commercial construction, construction supplies, real estate services, real estate development, and real estate finance and investments. The company combines domain knowledge, experience, talent, and strong relationships to create, finance and execute real estate solutions. With headquarters in Dallas and offices in San Antonio, Baltimore, and Philadelphia our goal is to provide a comprehensive commercial real estate platform to meet the unique needs of our clients and partners. The company was established in 2005 through

the combination of Smith Cypress Equities and Legacy Development. E Smith Advisors, E Smith Communities, and Gold Jacket are the subsidiaries/joint ventures being called upon to participate in this exciting opportunity. A description of each company is **below**.

E Smith Advisors

E Smith Advisors is a commercial real services company in partnership with **Newmark Knight Frank**, which is a leading global commercial real estate advisory and capital markets firm. Through its venture with global top 5 firm Newmark Knight Frank, E Smith Advisors accesses a global commercial services network across more than 400 offices worldwide that employs more than 15,000. The company also has access to Cantor Fitzgerald, which is



the \$7 billion sister corporation of Newmark Knight Frank and a global financial services and investment banking firm. E Smith Advisors is a certified Minority Business Enterprise through the National Minority Supplier Development Council (NMSDC). It is the only U.S. commercial real estate services company that is minority-certified and performing for clients **globally**.

E Smith Advisors excels at creating customized real estate solutions that take the intricate, unique needs of each client into account, and this shared methodology makes them perfect **partners**.

Many companies are committed to providing quality service, unparalleled expertise and superior execution, and E Smith Advisors is no exception; however, no other firm in the commercial real estate industry can claim a greater devotion to diversity and inclusion. The company's clients understand that not only does every dollar it spends with us count toward their diversity spend goals, but also that they are benefiting from the most creative and unique solutions in the commercial real estate **industry**.

E Smith Communities

E Smith Communities brings innovative, targeted real estate solutions designed to transform neighborhoods **focusing** on quality housing, food security, healthy living, wellness, education, and training. The company is a socially responsible developer, with the overarching goal to help communities build and incubate talent, reinvest in the future, and inspire residents to thrive in a healthy, creative, and conscious **environment**.

Leveraging a deep expertise in commercial real estate, the E Smith Communities team can bring parity in services to communities that have been overlooked due to demographics, underutilized or obsolete real estate or economically challenged **environments**.

Each project E Smith Communities undertakes seeks to provide the physical and catalytic

infrastructure for self-gentrification in overlooked neighborhoods, building to a sustainable future. The company's experience spans all types of development **including**:

- Mixed Use (in collaboration with residential development **partners**)
- Redevelopment of existing **buildings**
- Build to Suit (NNN **investors**)

Gold Jacket

Gold Jacket is an Opportunity Zone advisory firm that consults and works with constituent-driven organizations and developments in the formation of opportunity zone funds. Through its consultative efforts, the company serves to be a facilitator between investors (national and local) and real estate projects. Opportunity Zone programs range from healthcare villages with a church denomination to affordable housing initiatives with a prominent real estate developer to vertical farms for a vertical farming **operator**.

Gold Jacket believes in socially responsible investments that opportunity zones were designed to attract. The company is doing the work to build economic mobility and development in two key real estate focus areas. **They are:**

- Health – Funding medical office properties and end-user assets bringing necessary healthcare and health and wellness services to underserved **communities**.
- Higher Education – Funding higher education expansion efforts and augmenting endowment **efforts**.

Gold Jacket, a certified Minority Business Enterprise with the NMSDC, leads a team that conducts itself with the passion and integrity expected of great leaders and of great teams. The company is proud of its cornerstone commitment to diversity and inclusion that reflects the communities and cultures in which the company does business – and strive to make them a better place to live **and work**.



Jair Lynch

Specializing in the responsible transformation of urban places, we combine social responsibility with sound economic development in pursuit of creating sustainable, extraordinary neighborhoods that connect to the soul of a place.

Specializing in the responsible transformation of urban places, Jair Lynch Real Estate Partners (“Jair Lynch”) is a locally-owned urban regeneration company. We do this by combining social responsibility with sound economic development in pursuit of creating sustainable, extraordinary neighborhoods that connect to the soul of a place. Our mission is accomplished by providing advisory and development services for third party clients, as well as the sponsorship and execution of institutional grade projects with investment partners, including attainable housing. Our work is meaningful when we dedicate ourselves to creating places of opportunity that are healthy, thriving, and **inclusive**.

In our 22-year history, Jair Lynch has completed nearly 4.5 million square feet of real estate projects valued at \$1.3 billion, with a near term pipeline of 2.5 million square feet of development in progress valued at more than \$1.4 billion. In addition, Jair Lynch has acquired 1.4 million square feet of existing stabilized assets valued at \$300 MM specifically targeted at attainable **housing**.

Highlights include:

- 20 Employees with 60% of the **team diverse**
- \$2B+ of active projects and stabilized assets under management (**AUM**)
- \$1B of completed **projects**



- 4,500 units of urban infill multi-family **housing**,
- 50+ clients for neighborhood assets (libraries, short term family housing, and schools) totaling **3.5M SF**
- 16 completed large-scale projects (over **100,000 SF**)

Since establishment in 1998, Jair Lynch has evolved to a fully integrated real estate investment, development, and advisory services firm, with an innovative and principled team of experts in finance, construction, program management, development and asset management. Our approach, however, has remained constant: to recognize the intersectionality of people and place. As a developer focused on walkable urban places in the city and the suburbs, we believe our approach centered first around people will benefit Military Circle and the City of Norfolk **as a whole**.

Over its life, Jair Lynch has developed or acquired over 2,600 units of attainable housing and we remain active in the space with another 200 units of deeply affordable housing in the pipeline including new projects in Takoma Park and the McMillian Reservoir. These projects are part of Jair Lynch’s \$400M initiative announced in 2019 to acquire and/or build affordable and workforce housing. As a locally owned and focused company, Jair Lynch has witnessed the

transformation of the region in the last 20 years, and believes that affordable housing is critical to vitality by not only allowing working families to remain in the region but also helping to maintain the rich economic and social diversity of **the area**.

Finally, Jair Lynch is currently serving as the fee developer for WMATA as part of its headquarter consolidation and relocation strategy. The firm is managing the renovation of WMATA’s new 240,000 SF DC headquarters at 300 7th St SW, where the existing building will be stripped to its structural concrete and completely renovated to modern workplace standards, with a new facade and three additional floors. Jair Lynch will also develop a new 300,000 SF ground-up office building along Alexandria’s Eisenhower Ave to serve as the agency’s Virginia headquarters. Both buildings are designed to be constructed to LEED Platinum standards and will deliver in 2021 and 2022, **respectively**.

Working with the Development Team

Jair Lynch and Greenberg Gibbons share a common investor in the California State Teachers’ Retirement System (CalSTRS) which is the 3rd largest pension fund in the country. The companies are currently master planning a 27-acre site for retail, office, and housing including affordable housing in conjunction with Saint Agnes Hospital in Baltimore, **Maryland**.



Greenberg Gibbons

Since its founding, Greenberg Gibbons has built and maintained strong relationships with an impressive list of strategic partners, investors, and local, regional and national tenants. Most of all, the company’s developments have become vibrant community assets and gathering places where people love to live, work, shop and play.

Greenberg Gibbons is one of the Mid-Atlantic region’s premier developers of mixed-use, town center and retail properties. The company has developed and managed over 10 million square feet of mixed-use projects which include award-winning new construction and revitalization projects such as Hunt Valley Towne Centre, Annapolis Towne Centre, The Village at Waugh Chapel, Waugh Chapel Towne Centre, Towne Centre at Laurel, Foundry Row and The Shops at Kenilworth. With 50 years’ experience as a developer, Greenberg Gibbons has the talent, experience, financial resources, institutional partners and stability to carefully

assess the risks and rewards of development opportunities, pursuing only those that promise superior value – both in immediate return and long-term profitability. Through a commitment to delivering on its promises, Greenberg Gibbons has earned the trust of development partners and community **leaders**.

The firm actively seeks development opportunities in the form of land or underperforming properties in need of redevelopment. Currently, the company has two transformational projects underway in the Washington-Baltimore corridor: Waldorf

Station and Towson Row. These projects include new development incorporating retail, office, residential, hotel and student housing **components**.

The Greenberg Gibbons team features a seasoned group of industry leaders who provide a clear vision to create first-class retail and lifestyle destinations, coupled with strong day-to-day execution to finance, develop, lease and manage properties for optimum performance and customer satisfaction. Greenberg Gibbons enhances the performance of existing commercial properties and excels in creating new mixed-use **developments**.

Greenberg Gibbons has been developing, leasing, managing and investing in commercial real estate with an emphasis on community and neighborhood shopping centers since 1968. The size and scope of Greenberg Gibbons’ development projects continue to increase, with each new project gaining regional and national acclaim for bold, innovative approaches and resounding success for all **stakeholders**.





ASM Global

ASM Global is the world's most trusted manager with experience and capabilities that are unmatched in our industry.

ASM Global was formed by the merger of AEG Facilities and SMG, the leaders in venue and event strategy, management and other services. For more than 40 years, our clients have benefited from our depth of resources and unparalleled experience, expertise and creative problem **solving**.

Our expertise, resources and local know-how enable us to deliver localized solutions that bring stadiums to life with unforgettable experiences where communities come together to celebrate **and thrive**.

To provide a seamless experience, ASM Global combines the best practices, knowledge and innovation from our global network with local knowledge and expertise. In doing so, we are able to optimize the operations of each stadium

we manage and deliver an unmatched guest experience tailored to each **location**.

Our team has decades of experience successfully working with our stadium partners to develop customized solutions that increase efficiency, drive value and deliver unparalleled guest experiences. ASM Global provides a full range of stadium management, operations, hospitality, marketing and content development services, as well as pre-development, pre-opening and operations consulting, which can be fully customized for the needs of your stadium and your **community**.

Our success is built on the partnerships, relationships, experience and resources we have developed with our clients, both public and private sector, that allow ASM Global to set



a new standard for our industry. Our team of dedicated professionals shares best practices from around the world to make us the unrivaled choice in the field of venue management and other services, as well as memorable guest **experiences**.

ASM Global currently oversees over 300 venues world-wide, with a portfolio that contains stadia, arenas, convention centers, theaters, amphitheaters, equestrian centers and recreational facilities, and is the only facility management company to provide a professional asset management approach to day-to-day venue operations. ASM Global has achieved this by establishing policies and procedures for each facility through its dedicated, corporate Operations and Facility Development Services. ASM Global accounts are provided support through resources and technology to meet their clearly defined expectations. A system of measuring compliance is then used to gauge results. The entire system is then reviewed to ensure continual **improvement**.

Our operational best practices program is the cornerstone of the operational excellence that ASM Global is known for throughout the country. Developed through years of experience and industry knowledge, ASM Global has documented operating procedures and systems that enable our general managers to achieve the highest quality operating **standards**.

Scope of **Services**:

- Facility Management: Event Booking, Event Services and Staffing, Facility Maintenance, Event Operations, Asset Life Cycle Management, Finance & Accounting, Box Office & Ticketing, Sales, Marketing, Advertising, Sponsorship, Public Relations & Media, Guest Services & Training, Premium **Seating Sales**
- Pre-Opening Services: Program authorship, Project Development, Design Review & Development, FF&E specification & procurement, Operating Budget Modeling, Marketing Development & Sales, **Operational Services**

ASM Global participates in design charrettes focusing in on operational functionality with an eye to long term performance. A complete Plan Design Review of Utility systems, HVAC, Telecommunications, security systems, Directional Signage, Kitchen/Concessions, Rigging/Event Production, Staging, Seating, FF&E is conducted using lessons learned from over 70 projects in the last **20 years**.

Our vision is to connect the world through inspiration, innovation and imagination in order to realize the potential of the spaces and places that bring people together, so as a group we can elevate the human spirit and move the world **forward**.

As dedicated strategic partners, we are always seeking new ways to realize the potential of every venue that we are entrusted to serve, through inspiration, innovation and **imagination**.



OTM Development

Modeling innovative financial transactions for our clients, taking complex structures through multiple iterations to instill confidence in all project stakeholders

OTM Development, LLC and its joint venture partner, Noble Construction Group, are a leading team of development, construction, marketing, entertainment and branding professionals who have been actively involved in over \$10 Billion in projects including hospitality, residential, sports arenas, and hospitals over the last **50 years**.

Many of these projects are iconic, including the 1,892 room Marriott Marquis New York, The Westin Nashville, 5500 room MGM Grand Hotel in Las Vegas and the Tampa Bay Lightning Arena. OTM's services include all pre-development, project management, costing, construction review, management of subcontractors, sourcing and purchasing, construction management, site planning, financial modeling and **branding**.

OTM Development is the first preferred developer for Dakia Umusic Hospitality, the hospitality joint venture with Universal Music Group, to build Universal Music affiliated hotels. UMG is the world's largest music company controlling over 55% of the world's music market with access to over 5 billion people through their artists and associated channels. OTM is currently in some stage of development of multiple UMG hotel related projects in **leading cities**.





Clark Nexsen

Partner. Discover. Transform.

These three ideals are at the core of Clark Nexsen’s culture and form the foundation from which successful, meaningful spaces are delivered. Through a process forged over a century of design practice, Clark Nexsen inquires, challenges, and collaborates across disciplines to discover ideas that solve real problems. The firm’s transdisciplinary teams’ partner with our clients to advance communities with innovative, resilient, and sustainable **solutions.**

Selected as the 2020 Engineering News Record MidAtlantic firm of the year, Clark Nexsen is celebrating 100 years of continuous service and has been honored with over 200 design awards in the last 20 years, including 88 AIA design awards on the local, state, regional, and national **levels.**

Today the firm employs 400 design professionals to deliver solutions for architecture, engineering, planning, interior design, and landscape architecture. Our expertise encompasses commercial, education, research, industrial, public safety, healthcare, institutional, and public work for local, national, and international clients. Clark Nexsen’s annual design effort equates to \$1B of construction **annually.**

As a design and client service-oriented firm, we custom tailor each project team with design professionals that have experience specifically relevant to the project. The firm’s commercial practice seeks to develop dynamic office, mixed-use, and residential spaces that actively engage the community, supporting clients’ goals for growth. This experience includes a broad range of delivery methods,

including early championship of public-private **partnerships (P3).**

Headquartered in Hampton Roads, Clark Nexsen is often involved in projects that change the skyline of our community. Some of the notable projects that Clark Nexsen has completed locally include the Norfolk Courts Complex; Half Moone Cruise and Celebration Center; Fort Norfolk Medical Office Complex; River Tower at Harbors Edge Continuing Care Retirement Community; Virginia Beach Convention Center; Virginia Beach Sports Complex; Ferguson Headquarters and our HQ Tower at **Town Center.**

In early 2000, Clark Nexsen developed expertise in designing “workplace” corporate and commercial projects. Our portfolio includes core and shell buildings, tenant upfits, and offices custom-designed to support multiple and/or single tenants in the public, private, institutional, and healthcare sectors. We

always design an environment that supports the organization’s operations, aspirations, and “workplace” strategy. Recently, our team has specialized in “remote” or “hybrid” workspace **environments.**

Working with the Development Team

Clark Nexsen has a long history of collaboration with both AECOM and SB Ballard. Clark Nexsen in collaboration with AECOM provided the designer services for Old Dominion University’s Mitchum Basketball Practice Center, Powhatan Sports Complex, and the Foreman Field Renovation + Expansion and Virginia State University 5,000-seat multipurpose arena and convocation center, both of which were constructed with SB Ballard. Recently Clark Nexsen, AECOM and SB Ballard collaborated on the design for a new 18,000-seat entertainment and sports arena in Virginia Beach.





AECOM

Whether it's improving your commute, keeping the lights on, providing access to clean water or transforming skylines, infrastructure powers possibilities to help people and communities thrive.

A Fortune 200 firm with 56,000 professionals worldwide, AECOM is the world's premier infrastructure consulting firm, partnering with clients to solve the world's most complex challenges and build legacies for generations **to come**.

Across the globe, our clients in the public and private sectors count on us to take on the most complex challenges and pioneer innovative solutions that push the limits of what's possible – record-breaking sports events, the world's longest cable-stayed bridge, the largest greenfield port development mega project, life-sustaining disaster recovery programs, and the tallest tower in the Western Hemisphere. On projects spanning transportation, buildings, water, governments, energy and the

environment, we partner with our clients to build legacies for generations **to come**.

SPORTS + ENTERTAINMENT VENUES

AECOM brings together fans, athletes, sponsors and countries through our unrivaled level of experience, leadership and dedication to the sports and major events industry. What sets us apart is that we're not just architects. We're the only fully integrated network of experts in sports providing all the services required to craft the next generation of sports venues. From preliminary economics to architecture, sustainable design to dynamic cost modeling, and financing to construction, we work collaboratively with our clients to imagine and deliver high-performance venues. Underpinning



all of our work is a commitment to innovation, design quality, maximizing potential, social inclusion, best value for client and community, enhancing biodiversity and the careful use of natural **resources**.

AECOM has completed more arena projects than any other firm in the world. Our sports design studio has been immersed in arena design since 1965. During that time, we have established a portfolio encompassing 71 multipurpose arenas, which includes 14 civic arenas, 20 professional arenas and 37 collegiate arenas. This body of work gives us expertise and experience that no other firm in the sports venue design industry has to offer. AECOM has been instrumental in the evolution of the modern, multipurpose arena, focusing on innovations that respond to the demands of owners, cities, teams and fans alike. Arenas that have benefited from our expertise include the Inglewood Basketball & Entertainment Center (L.A. Clippers), Golden 1 Center (Sacramento Kings), Amalie Arena (Tampa Bay Lightning), Spectrum Center (Charlotte Hornets), Quicken Loans Arena (Cleveland Cavaliers), Madison Square Garden (New York Knicks), Barclays Center (Brooklyn Nets + New York Islanders), State Farm Center (University of Illinois), Fertitta Center (University of Houston) and Littlejohn Coliseum (Clemson University), among many **others**.

As the only fully integrated sports facility design firm, we incorporate evidence-based Return on Investment (ROI) analysis to maximize revenue and minimize costs. We are also the only sports designer to have quantity survey staff dedicated to sports facilities embedded in our Kansas City sports design studio working side by side with our **design teams**.

Resiliency

AECOM designs memorable and resilient places for communities, focused on adding purpose, beauty and value through integrated design. Thoughtful integration of flood control, green infrastructure, active mobility and natural

habitats advances resiliency and performance. From transforming flooded streets into resilient corridors, to turning seawalls and bridges into social infrastructure, to weaving resilience and equity into our future, we create solutions that synthesize infrastructure and place, systems and people, and culture and **geography**.

Our approach merges ecological design, community trust building, engineering, landscape architecture, urban design, transportation planning, resiliency, sustainable development and economics to create places that matter and thrive. Our work positively impacts communities through the planning and design of artful social spaces combining sustainable infrastructure with cultural relevance and expression. From establishing the economic framework for development, to undertaking the science and analytics required to enable informed decisions, we partner with our clients and project stakeholders at every step of the **process**.

Working with the Development Team

AECOM has a long history of collaboration on Virginia-based sports venues and facilities with Clark Nexsen and SB Ballard. AECOM, in partnership with Clark Nexsen, delivered Old Dominion University's new Mitchum Basketball Performance Center, Powhatan Sports Complex and Foreman Field Renovation + **Expansion**.

Our experience with SB Ballard includes a new 5,000-seat multipurpose arena for Virginia State University, as well as Old Dominion University's Foreman Field Renovation + Expansion, delivered with Clark Nexsen. In addition, our three firms collaborated on the design of a new 18,000-seat entertainment and sports arena in **Virginia Beach**.

AECOM has provided sports architecture for several venues in ASM Global's portfolio, including Wintrust Arena, Barclays Center, Sprint Center, JPJ Arena, Dunkin' Donuts Center, AT&T Center, Mercedes-Benz Supedome and **Movistar Arena**.



Walter P. Moore

Diverse Team, Inclusive Environments.

Walter P Moore is an international company of engineers, architects, innovators, and creative people who solve some of the world’s most complex structural, technological, and infrastructure challenges. Providing structural, diagnostics, civil, traffic, parking, transportation, enclosure, technology consulting, and construction engineering services, we design solutions that are cost- and resource-efficient, forward-thinking, and help support and shape communities worldwide. Founded in 1931, our 700+ professionals work across 21 U.S. offices and five international **locations**.

Our holistic corporate model has no regional profit centers, which means no internal competition between offices. This enables Walter P Moore to assign subject matter experts to the most complex projects no matter the location. By combining these experts with local staff experienced in regional conditions and regulations we deliver the most **innovative work**.

Our clients benefit from having the best minds sharing experience and expertise. We use

our shared knowledge platform to engineer projects that add value by being cost- and resource- efficient, innovative, and are easier and faster to build. We take pains to support and shape our communities in meaningful and unparalleled ways. We are proud that clients see Walter P Moore as the good hands consultant: reliable, efficient and committed to **client goals**.

Working with the Development Team

Walter P Moore has collaborated with several members of the proposed team over the years including Sasaki, AECOM, SB Ballard, and ASM Global. We have a 30+ year relationship with AECOM on projects in multiple market sectors. Our experience with SB Ballard consists of several Virginia area projects, including the recently completed Old Dominion University Kornblau Field at SB Ballard Stadium in Norfolk, Dulles Corridor Metrorail Loudoun Gateway Station Silver Line Parking Garage, and Ashburn Station Garage in Loudoun County. Walter P Moore has also worked on over 16 stadiums, arenas and convention centers managed by **ASM Global**.

Working with DBE/SWAM Partners

Walter P Moore has extensive, successful experience working with DBE/SWAM partners, and are happy to bring a partner into our scope of work. We have learned through our years of experience that we are most effective when we develop productive, long-term strategic relationships with our partners. By developing and enhancing the capabilities of our DBE/SWAM partners, we are able to provide high-quality results, fit for our **clients**.

Mixed-Use Developments

Today’s sophisticated, mobile consumer expects a wide range of shopping, dining and housing choices, and other ancillary amenities. These facilities are expanding from traditional malls, strip centers, and apartment developments to a wide range of more complex mixed-use and retail entertainment **environments**.

Mixed-use and retail projects challenge engineers to find solutions that work for diverse types of occupants and tenants. Often the ideal solution for one may not serve others well. This is where creativity and an integrated approach pay off. Our structural and infrastructure engineering designs are evident on major mixed-use projects, helping clients offer more complex, multi-use retail environments. Our goal is to identify cost-effective and compatible solutions for each **facility**.

Entertainment Venue Expertise

Today’s most successful arenas are multi-purpose venues that energize a fan base, maximize revenue **opportunities** and embrace the character of a local community. Our sports design experts have collaborated with the world’s leading designers on facilities that are considered some of the most innovative and iconic sports venues ever built, and boast structural solutions that have repeatedly established new industry standards for sports facility design. We have seen numerous opportunities for structural design to

boost revenues and provide venue flexibility, specifically with regards to high-capacity and flexible show rigging grids, constantly evolving centerhung scoreboards, innovative strategies in seating bowl construction and forward-thinking event level **planning**.

Walter P Moore is well known as the premier designer of longspan structures, including arena roofs with spans exceeding 400 feet and subject to significant snow, wind and seismic loading. We bring an aggressive construction-oriented approach to the structural design of long-span roofs, recognizing that economy derives from a variety of factors that include, but are not limited to, least structural material or steel tonnage. Factors such as speed of erection, geometric rationalization and repetition, construction sequencing and coordination with other trades can be just as important. We work collaboratively with our builder partners to identify and implement the right solutions for **each venue**.

Comprehensive Arena Design Capabilities

- Over 60 years of sports facility design **experience**
- Over 250 major sports facilities, including more than 40 arenas and 10 NBA/NHL-caliber **facilities**
- Industry leader in the design of long-span roofs, rigging grids and arena **seating systems**
- Construction sequencing, erection engineering and connection **design services**
- Digital work flow using cutting edge parametric modeling **techniques**
- Preferred partner of leading national sports facility architects, builders and **project managers**





The Miles Agency

We are 100% minority- and woman-owned and SWaM-certified.

The Miles Agency, established in 1989, is a niche marketing and public relations firm based in Virginia Beach, Virginia. We are arguably the oldest minority PR firm in the region. We specialize in creating and developing programs through advertising, public and community relations, and promotions that communicate specific messages to target groups (niches) in the marketplace. We use research methods to help develop a marketing strategy or plan customized to our clients' needs. We use such methods as focus groups, SWOT Analysis, telephone and in-person interviews, surveys or group discussions. Our specialties are community outreach and multicultural marketing. We develop public involvement plans to help our clients maintain open communications and transparency for their projects or **studies**.



LOCAL

We have successfully worked with such clients as HRSD, the cities of Chesapeake, Virginia Beach, Norfolk, Portsmouth, Richmond, Newport News as well as the United States Navy, Norfolk Public Schools, Fort Monroe Authority, Hampton Roads Transit, Coca-Cola, Pizza Hut, Virginia Power, Norfolk State University, Old Dominion University, Hampton University, VDOT and many others over the past **30 years**.

Among our current Virginia Beach community engagement projects, we manage the community engagement of the Sea Level Rise/ Recurrent Flooding Analysis. Our approach integrally involves client staff, elected officials, key stakeholders, area residents, and the public. This process includes intense interactive work during open houses, community presentations and the City's social media **platforms**.

We pride ourselves on closely collaborating and engaging the community. Our practice of hiring youth from those communities that the project impacts has proven to be a huge success. It also gives us another perspective from the young citizens of that **community**.

We work with our clients and the project's stakeholders to review and customize the process to most effectively meet their needs and those of the project to engage and educate the community through the planning process. The goal is to create a plan embedded in the local conditions that represented a consensus of project stakeholders, and established ownership by the community to ensure effective implementation of **the plan**.

The Miles Agency believes in giving back to the community. We have partnered with many institutions of higher learning to provide paid internships for students. We sponsor scholarships and lend support to community organizations that are making a huge impact – YWCA, NAACP, WHRO, Tidewater Community College, Virginia Peninsula Chamber of Commerce, Hampton Roads Chamber, Hampton Roads Workforce Council, Virginia African American Cultural Center, American Cancer Society, Virginia Aquarium and Marine Science Center, American Red Cross, An Achievable Dream, Foodbank of Southeastern Virginia and the Eastern Shore, Senior Services of Southeastern Virginia to name a few. The Miles Agency has been honored with awards from the Urban League of Hampton Roads, Virginia Beach NAACP for our service to the **community**.





Agape Community Sports Services

Working in the community to give under-served children the opportunity to participate in sports, fostering overall well-being and improving academic performance

Agape Community Sports Services (ACSS), Inc is dedicated to investing in, promoting, programming, maintaining, developing and operation on behalf of the general public and state and local government. By offering public parks, greenspace, and recreational sport facilities, ACSS engages in the activities related to the relief of the most vulnerable and underprivileged.

ACSS commits to provide through community partnerships: educational resources, health care, case management, resources for food security and public assistance.

Through Agape Community Sports Services, it is our goal to work within the community and give under-served children the opportunity to participate in sports, usually not accessible because of socio-economic barriers, transportation or family dynamics. These activities build self-esteem, confidence and fosters an overall well-being. It is also shown to help children excel academically and improve social skills. Participation teaches children the benefits of goal setting and practice.





The Boldt Company

Healthcare real estate developers and builders, partnering to advance the common good

History

When Martin Boldt opened his small, storefront carpentry shop in Appleton, Wisconsin in 1889, little could he envision the nationally known firm that bears his name **today**.

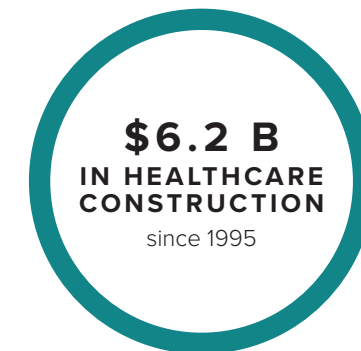
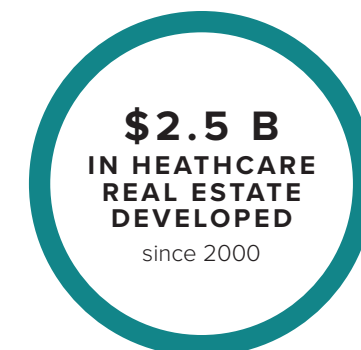
The Boldt Company has become one of the most respected healthcare real estate developers / builders in the United States after 132 years of helping clients realize the full potential of their possibilities. Still owned and operated by the Boldt family, Martin's belief in the strength of relationships, accountability, integrity, hard work, and performance remain cornerstones of the company. These values and a spirit of innovation define our **culture**.

While The Boldt Company continues to be headquartered in Appleton, the company now boasts regional offices across the country: Appleton, Milwaukee, Stevens Point, Green Bay, Madison and Waukesha, Wisconsin; Chicago, Illinois; Rochester and Cloquet, Minnesota; Detroit, Michigan; San Francisco and Sacramento, California; Oklahoma City, Oklahoma and Durham, North Carolina. With annual revenues around \$1 billion, the company is consistently ranked among the nation's 100 largest contractors and among the top 15 in healthcare **and power**.

Boldt' services include at-risk healthcare real estate development, fee-for-service

development, owner's representation and acquisitions, in addition to construction management and general contracting. As an at-risk developer, we are a long-term holder of the projects we develop, investing our own cash equity to build a portfolio that will continue to grow well into the future. Having specialized in the full-service development and construction of healthcare real estate for more than four decades, Boldt has successfully developed approximately \$2.5 billion in healthcare real estate throughout the United States since 2000. In the last 25 years, Boldt has constructed more than \$6.2 billion in healthcare construction projects for clients **such as**:

- Fairfield Medical Center
- Akron Children's Hospital
- Sutter Health
- Advocate Aurora Health Care
- Mayo Clinic Health System
- Children's Hospital of Wisconsin
- Ascension Health
- ThedaCare
- Marshfield Clinic
- Health System
- Innovis Health, LLC





\$1 B
LEVERAGED IN TAX
CREDIT EQUITY
since 2008

Civitas Advisors

Delivering unequalled knowledge, depth and experience globally to destinations and communities that seek sustainable funding solutions to fuel their futures

Civitas Advisors specializes in establishing stable funding for destination promotions and downtown improvements throughout the United States. With over 20 years of experience, we provide expertise in all aspects of forming, modifying, and renewing special improvement districts that generate additional funding which cannot be diverted from your district's **needs**.

Civitas helped more than 150 entities in 17 states and four countries to successfully authorize tourism, property, business, sporting, wine and restaurant districts. Through the power of partnerships, our team has helped clients progress towards prosperity. We have worked with various iconic destinations like

Anaheim, Baltimore, Boston, Los Angeles, Memphis, Mobile, Napa Valley, New York City, Pittsburg, and **San Diego**.

Civitas provides research, advisory, and district formation services to destinations located around the world, including Canada, South America, Europe, and Asia. We have assisted in BID/TID legislation in Brazil, collaborated on legislation in Japan, and assisted the first Central American Improvement District, located in El **Salvador**.

Attributed to our prominent expertise, Civitas has been commissioned by the U.S. Travel Association to conduct and publish two nationwide **studies**.



Crescent Growth Capital

Modeling innovative financial transactions for our clients, taking complex structures through multiple iterations to instill confidence in all project stakeholders

Combined, the principals of **Crescent Growth Capital, LLC (CGC)** possess 60+ years of banking experience encompassing corporate and public finance, investment banking, real estate, credit analysis and loan underwriting. Since the firm's founding in 2008, we have successfully closed over \$1.7 billion in tax credit financings for 70+ clients in **14 states**.

By leveraging existing sources of project funding or working capital, Crescent Growth Capital works on behalf of its clients—from real estate developers, banks, non-profits to governmental entities—to create additional tax **credit equity**.

CGC acts as the Financial Arranger for its clients—a financial architect who secures tax credit allocations on behalf of its clients'

projects, structures project financing to generate tax credit equity, and remains intimately involved in the ensuing dialogue among project sponsors, legal experts, lending institutions and community development entities through financial **closing**.

Initial contact with prospective clients frequently takes the form of due diligence discussions, during which CGC assesses a project's eligibility for New Markets Tax Credits, Historic Tax Credits and/or additional tax credits, grants, abatements, or extraordinary funding sources. All such discussions are undertaken in the strictest confidence. CGC works with its clients on a case-by-case, contingent fee basis, with compensation to CGC typically occurring only in the event of a successful financial **closing**.





#1
RETAIL
ARCHITECTURE
BD+C Giants

TOP 10
ARCHITECTURE
& ENGINEERING
FIRMS

CallisonRTKL

The foundation of our work is human-centric design, and we are dedicated to advancing positive outcomes in our communities and in the built environment

CallisonRTKL is a global architecture, planning and design practice. Over the last 70 years, we have created some of the world’s most memorable and successful environments for developers, retailers, investors, institutions and public entities. Our work has set us apart as the number one retail design firm in the world and a top-five architecture practice across multiple disciplines and sectors. Under the Arcadis umbrella, we continue to expand our sphere of influence and the depth and breadth of our resources. Our team of more than 1,200 professionals around the world is committed to advancing our clients’ businesses and enhancing quality of life.

CallisonRTKL’s integrated, full-service approach to design is based on being curious, attentive listeners and strong, creative designers – in that order. We believe the process of first understanding our client’s needs and then translating these goals into quality solutions is the key to our success, whether the product is the design of a complex medical center, a small-scale interiors renovation, or a mixed-use destination. CallisonRTKL’s design process is based not on preconceived notions or an insulated desire to make an architectural statement, but on a thorough understanding of program requirements and an ongoing, cooperative relationship with our client.



We believe the greatest potential for sparking real innovation lies in the dynamic interplay of the team, in the merging of talents, and the synthesis of complementary abilities. Our firm’s roots in urban design have instilled in us a humanistic attitude. We are committed to revitalizing cities, making positive contributions to the environment, always thinking to the human scale, and generally designing with and for people.

We strive for compelling design. While we seek innovation, it is not at the expense of time-tested solutions. We value experience. We think holistically. We believe that architects, engineers, and specialists in diverse fields should push technology to its limits, yet should always serve human purposes and client needs. The orderliness found in our work is the result of the design team’s effort to creatively, realistically, and simply balance the numerous facts and forces affecting the design.

We strive for design excellence in concert with technical quality and professional service. Our work is characterized by consistent thoroughness and professionalism and of a quality expected of a firm of our experience and resources. Our services communicate our

sense of responsibility and shared commitment to each project.

CallisonRTKL has a long history of designing some of the most successful shopping and mixed-use environments in the world. Of the top 10 most valuable shopping centers in the U.S., CRTKL has designed five. Some of our most notable projects regarding Mixed-Use Districts and Campuses are:

- Ballston Quarter
- LA LIVE
- Baltimore Inner Harbor
- Camden Yards
- Victory Park
- Mosaic at Merrifield
- Flats East Bank
- Port Imperial
- FDA White Oaks Campus
- American Greetings Headquarters



NORFOLK TIDES
PARTIAL OWNER
 has previously owned the Hampton Roads Admirals Hockey Club and Mariners Soccer Team



RESEARCH AWARD
NASLA
 National American Society of Landscape Architects

MWBE

Harmony Hospitality

Striving to be the best in hospitality by balancing customer satisfaction with financial performance

Harmony Investments, Inc. was founded to invest in income-producing properties including hotels, office buildings, shopping centers and sports franchises. Created to develop and manage the portfolio, Harmony Hospitality, Inc. is a multi-faceted business with development, ownership and management of hotels, restaurants, multifamily apartments and **townhouses**.

Harmony offers select-service properties, full-service convention center properties, and a boutique inn. Our family of hotels presents twelve premier properties in southeastern Virginia's most exciting destinations, including the oceanfront of Virginia Beach and the historic area of Williamsburg. In Chesapeake, our Hampton Inns are in the heart of the business **district**.

In the Norfolk International Airport market, we manage five hotels with 670 rooms. In North Carolina, we offer an upscale inn on the northern Outer Banks and the Embassy Suites by Hilton Riverfront Hotel in downtown historic Wilmington. Several more hotels are under active **development**.

We are experts in coordinating complex developments under constraints while cognizant of the surrounding environment. This skill will be especially useful in executing the Military Circle Development where multiple properties must be consolidated to function as a whole and to generate stimulus to the surrounding community. These developments have involved working under strict Chesapeake Bay regulations as well as coastal and environmental restrictions from local municipalities and the federal and state-level governments of Virginia and North **Carolina**.



Mahan Rykiel

Centered on the core pursuit of design—constructing meaning, building relationships, and giving form to the invisible and substance to the intangible

Practice
 Founded in 1983, **Mahan Rykiel Associates Inc.** is a woman owned, landscape architecture, urban design, and planning firm. The firm works across scales to imagine and realize projects that enrich the human condition and support vibrant natural systems. Research and discovery guide project development that range from commercial centers, downtown and neighborhood plans, academic institutions, corporate campuses, mixed-use housing, healthcare facilities, hotels and public parks. The firm cultivates this diversity to deepen and broaden its creative capacity to shape the built **environment**.

Active collaboration across disciplines and sectors ensures that technical knowledge and resources are leveraged in support of each project. The academic and professional backgrounds of the firm's talented staff enable the practice to communicate and respond to even the most complex **client needs**.

Philosophy
 Mahan Rykiel Associates' philosophy centers on the core pursuit of design - to construct meaning and build relationships in the world. The firm seeks to realize this in every project as it articulates ideas in matter through design. This act is born and reborn at every site, with every client and every collaborator. Research, dialogue, and discovery enable the real to be shaped by imagination - giving form to the invisible and substance to the **intangible**.

DBE/SWAM CERTIFICATIONS
 Small business
 Woman-owned business





2021
YOUNG
ARCHITECT
AWARD

2021
ARCHITECTURE
FIRM AWARD
American Institute of
Architects (AIA)

MWBE

Moody Nolan

*Creating functional yet iconic designs that respond to ever-evolving spaces, aesthetics and site dynamics—
Simply put, spaces that perform and inspire*

We are honored to have been selected for the 2021 American Institute of Architects (AIA) National Architecture Firm Award. This is the highest honor a firm can achieve through the AIA. We are not only the first Ohio-based firm to win this award, but the first African American owned firm to receive the **recognition**.

But Moody Nolan is much more than an architecture firm. At heart, we're entrepreneurs. We adapt our talents quickly to address each client's unique vision. In doing so, we create functional yet iconic design statements that respond to ever-evolving spaces, aesthetics and site dynamics. Simply put, spaces that perform and **inspire**.

As the largest African American owned firm in the country, we maintain a strong commitment to diversity in our staff, as well as our approach to solving client problems. Our expertise in a broad range of industries allows us to think inventively and design solutions that are responsive to **client needs**.

Responsive Architecture

We practice responsive architecture — which means we will listen intently, analyze effectively, then design an innovative, functional and aesthetically pleasing space, without losing sight of the project's program and budget. By providing multiple ideas, listening and working collaboratively with our clients, we create effective, custom solutions for each unique site, program and **community**.

DBE/SWAM CERTIFICATIONS

Minority Business Enterprise
(National Minority Supplier
Development Council)



Prospect Companies

Works with local governments to develop infrastructure that promotes economic growth and enhances communities

Prospect Sports Partners

Prospect Sports Partners was created to develop and revitalize green spaces, parks, and recreational sports facilities with local municipalities to create healthy lifestyle infrastructure that enhances communities and fosters **economic growth**.

In partnership with Agape Community Sports Services, its first development, which is set to open in 2022, features a 45+ acre site in Kings Park, Long Island, with 10 outdoor turf fields, a 64,000 sq. ft. indoor sports facility and 100,000 sq. ft. of adjacent **commercial space**.

Prospect Sports Partners is expanding this strategy to a number of new sites in marquee locations, including Austin, San Antonio, and **Los Angeles**.

Prospect Realty Partners

Prospect Realty Partners is a full-service grounds up development firm based out of Long Island, NY. The team has 30+ years-experience with over \$250 billion in assets financed and over \$2 billion in development of residential and commercial assets. Its experience in successfully executing large-scale projects, from acquisitions to rezoning to development and delivery, uniquely distinguishes them in the **marketplace**.

The group, an affiliate of Prospect Sports Partners, is in charge of developing the 45-acre DestinationKP sports and health development in Long Island and is focused on developing this product in the U.S., in addition to a variety of multi-family, industrial, and mixed-use sites in the Tri-State area and **Texas**.





FORTUNE
500
2020

#1
UNDERWRITER
IN VIRGINIA
since 2005

TOP 10
NATIONAL
UNDERWRITER

Raymond James

Pioneering financial services firm that offers targeted solutions for each client

Raymond James & Associates, Inc. (“Raymond James”) is a subsidiary of Raymond James Financial, Inc., a diversified holding company providing financial services to individuals, corporations, and municipalities through its subsidiary companies. Raymond James was founded in 1962 with the objective of providing a comprehensive range of investment opportunities to investors, while maintaining a policy of professional integrity. Since then, we have grown into one of the largest financial services firms in the nation. Our primary business services include securities brokerage, investment banking, and asset **management**.

Our public finance investment banking platform consists of 170 professionals in 36 locations across the nation. We are consistently ranked among the top ten underwriters of municipal issues and have seven municipal underwriting

desk. Our commitment to municipal finance has never been **stronger**.

Historical Capital Position. At the end of Q4, our firm's net capital was \$1.5 billion, with excess net capital exceeding \$1.4 billion. Using the standard haircut for municipal bonds, this gives us over \$20 billion in municipal underwriting capacity as a senior manager at any one time. Over the past five years, we have maintained an average daily municipal inventory of \$228 **million**.

Our expertise and success in the public finance industry is best demonstrated by our national ranking among the top lead managers of municipal bonds. These rankings encompass our senior-managed variable and fixed rate long-term municipal bond underwritings, and they demonstrate that, although we are an expanding regional firm, we are comparable

with larger, national firms. RJA is one of the industry’s leading underwriters of municipal bonds and is ranked 9th in the nation for underwriting municipal issues sold **in 2020**.

Direct Lending. Since 2014, Raymond James, through its affiliate, Raymond James Capital Funding, Inc. (“RJCF”), has provided direct placement loan options to our municipal clients. During this time, RJCF has provided tax-exempt direct lending on 75 loans totaling over \$1.6 billion. Loan commitments ranged from \$3 million to \$87 million and encompass a wide breadth of sectors and in **ten states**.

Investment Strategies Group. Raymond James, through its Public Finance Investment Strategies Group (“PFISG”), assists clients with the investment of bond and non-bond proceeds. PFISG is a specialized team within the Public Finance Department that is a registered investment adviser. As such, PFISG acts as a fiduciary during our engagements, specializing in the analysis and investment of projects, capitalized interest, debt service reserve, escrow, bond and operating funds, among others. The team has executed over 500 transactions in the past **two years**.

Raymond James Financial Products Group. The Raymond James FPG is a dedicated group

of marketing professionals focused on providing interest rate derivative products, services and solutions to the firm's tax-exempt clients. The FPG can offer derivative services in either an advisory or introducing broker capacity, or directly as a swap counterparty through our derivatives entity Raymond James Financial Products, Inc.

Since January 2015, Raymond James has averaged 52 senior managed and 36 co-managed issues per month. Our deal flow encompasses bonds and notes all across the yield curve, credit and tax (tax-exempt, taxable, and AMT) spectrum. Our sales professionals and traders are in constant contact with active buyers and sellers in the market, providing real-time, accurate and reliable reads on **the market**.

In the Commonwealth of Virginia, we have served as senior manager for more negotiated new issues than any other firm, having senior managed 266 transactions with a total par value in excess of \$11 billion since 2001. This experience has established an identity among investors that we are a premier “Market-Maker” in all Virginia municipal bonds. Our investor relationships are a major factor in the increased competition among investors for Virginia’s bonds when we manage **transactions**.





SP Plus

Enhancing the customer experience by facilitating the efficient movement of people, vehicles, and personal belongings

SP Plus Corporation facilitates the efficient movement of people, vehicles and personal belongings with the goal of enhancing the consumer experience while improving our clients' bottom line results. SP+ provides professional parking management, ground transportation, remote baggage check-in and handling, facility maintenance, security, event logistics, and other technology-driven mobility solutions to aviation, commercial, hospitality, healthcare and government clients across North America.

Company History

Originally founded in Chicago in 1929 as Standard Parking, SP+ started with one downtown parking lot and soon expanded to numerous locations, including hotels and medical centers. In the 1950s, we started

the first paid airport parking operation at Cleveland Hopkins International Airport. After five decades of expansion, in 2013, Standard Parking Corporation merged with Central Parking Corporation, creating SP Plus Corporation, one the largest full service mobility solutions firms in the North America.

We're built on integrity and innovation, laser-focused on delivering the highest level of service to our customers and clients. We've set the industry standard in integrating new technologies, online interactive marketing programs, parking amenities and customer service programs, revenue control, financial reporting, expense containment, employee professionalism, and proactive management. Our operations maximize facility profitability while at the same time making parking a first-class, enjoyable experience.



Sports Facilities Companies

Improving communities through sport

Since 2003, the Sports Facilities Companies, comprised of Sports Facilities Advisory, Sports Facilities Management, and Sports Facilities Development, have worked to become the **trusted resource for communities who want plan, fund, develop, or manage sports, recreation, entertainment and fitness centers.** In this time, we've guided projects in over 2,000 communities nationwide and overseen \$10 billion in developed projects. Through our managed venues in the SFM Network, we host more than 25 million visits annually and drive \$200 million in overnight hotel stays **annually.**

Sports Facilities Advisory (SFA)

Our plan-to-fund approach that means we can deliver much more than the industry's leading research and financial forecast documents, we can deliver projects that are attractive to finance sources, capital partners, and municipal funding sources.

Sports Facilities Development (SFD)

SFD's services were born out of customer demand for better alignment between facility design and operations. Our owner's representation, procurement, and venue planning services not only achieve this goal by pairing proven operators with clients' design teams but also saves money in procurement, reducing risk and streamlining the process for all parties.

Sports Facilities Management (SFM)

SFM is the youth and amateur sports industry leader in outsourced facility management. Purpose built to serve our clients' goals, fulfilling visions and producing results, we are the ultimate partner for clients who want to maintain control of their assets without the headaches, expense, and risk of daily operations. Resulting from our proven performance, the SFM Network is the largest and fastest growing network of sports and recreation facilities in the U.S.





01



02



03



The ELOCEN Group

Program and Project Management provider in the built environment, committed to improving the quality of lives in our communities

The ELOCEN Group, formed in 2007 by Necole Parker, is a Program and Project Management provider in the built environment, committed to improving the quality of lives in our communities.

Intuitively understanding the dynamics required to effectively engage in full-scale tenant construction and facilities projects of all sizes, ELOCEN seamlessly integrates efficiency into client operations. Key service offerings include:

- Construction Management
- Design Management
- Information Technology
- Facilities & Logistics Integration

These services extend from initial project pre-planning, through all development phases, to final turnover occupancy and logistics support, ensuring that client program requirements are consistently met with exemplary results.

To date, the ELOCEN team has completed more than 100 projects, totaling over 200 million square feet of managed space, comprised primarily of new construction and renovations.

A commitment to solid project performance, on-time delivery, and exemplary customer satisfaction has allowed ELOCEN to successfully generate over \$140 million+ in sales. ELOCEN continues to forge ahead in consistently securing new growth opportunities through strategic partnerships and alliances.

DBE/SWAM CERTIFICATIONS

- SBA Woman Owned Small Business Certified
- National Minority Supplier Development Council (Capital Region) Certified
- Women's Business Enterprise National Council Certified
- Maryland MBE/DBE/SBE Certified
- District of Columbia MBE Certified

As a complete solutions provider, ELOCEN ensures that our clients achieve maximum results through the consistent delivery of service excellence.

ELOCEN regularly promotes its core values of:

- Excellent Customer Service
- Encourages Teamwork
- Ethical Integrity
- Passionate
- Proactive
- Results Driven

Notable projects have included:

01 Federal Election Commission (FEC)

ELOCEN successfully provided comprehensive Planning, Turnkey Transition and Change Management for relocating 375 personnel to a newly constructed 105,000 sq. ft. space. This included development, implementation, and oversight of multi-phased personnel relocation activities, state-of-art hearing room construction, upgraded technology and security implementation, FF&E procurement monitoring, and physical move coordination.

02 District of Columbia's Department of General Service

ELOCEN provided Relocation Planning and Move Management Support Services for the move of D.C. Department of Health, Department of Human Services and Department of Mental Health consisting of 300,000 sq ft and 1,300 personnel. Support Services included relocation planning, Move Coordination/Preparation, Move Supervision, Oversight of Physical Moves and Building Closeout.

03 Army Real Estate Facilities-Army (REF-A) Missions, National Capitol Region

ELOCEN provided a spectrum of critical need support services for REF-A's footprint of 1 million sq. ft., 17 locations, including the Pentagon, and 4,500 personnel. Services included risk assessment and management, space design, relocation planning, daily move services to multiple locations, large tenant move planning, and furniture procurement/installations, requiring concentrated focus on implementing Base Realignment and Closure (BRAC) initiatives.





Wall, Einhorn & Chernitzer

Operating under the belief that the most successful relationships are those built with confidence, cultivated by collaboration, and sustained through commitment

Wall, Einhorn & Chernitzer, P.C. (WEC) is a full-service CPA and advisory firm located in Norfolk, Virginia that has been serving privately-owned businesses for over 30 years. WEC is the largest locally owned CPA firm in the Hampton Roads region and continues to proudly make Norfolk, Virginia its home. WEC is consistently ranked as one of “the best places to work” among other regional and state-wide businesses and nationally among similarly sized **CPA firms**.

WEC has intentionally remained independent, yet enjoys the experiences and expertise of much larger firms, through its affiliation with national and international resources, including Crowe Global and CPAmerica. WEC diligently

advises business, community and civic leaders and is proud to contribute to regional successes which have led to substantial economic development activity in Norfolk and regionally. WEC also represents clients who are actively involved in economic development outside the Tidewater area, including the Mid-Atlantic **and beyond**.

The firm’s founders and shareholders have been and remain very involved at all levels within the community. The owners’ commitment to the greater Hampton Roads region ranges from advising on market moving transactions to serving on various philanthropic, municipal and **civic boards**.



