

**LONGWOOD**  
UNIVERSITY



**Longwood University**

REQUEST FOR PROPOSAL

#LU214-22-012

VENUE MANAGEMENT SERVICES



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June 14, 2022

Dear Ms. Cooper and Selection Committee,

CENTERS is pleased to submit our proposal for the management of the Longwood University Joan Perry Brock Convocation Center (JPBCC). The JPBCC will transform campus life at Longwood by elevating the stature of the intercollegiate athletics program as well as introducing a state-of-the-art venue to host university programs and external events. With the project also aiming to serve both as a recruitment tool and to reinforce the university's mission to serve as a catalyst for regional prosperity and advancement, it is critical that Longwood find a trusted partner to lead the management and programming of this critical asset.

And we believe that partner is CENTERS.

CENTERS was created for the purpose of serving higher education institutions with its best-in-class management services. To be at our very best, we emphasize developing a quality relationship with each client – a relationship that must be built on clear channels of communication, consistent support, and shared expectations around targeted outcomes. We customize our approach on each campus by embracing the values of our clients and optimizing efficiencies and innovation throughout the CENTERS enterprise.

We have assembled a dynamic team to advise the university through the pre-opening phase and manage the JPBCC once the doors open in the summer of 2023. During the market and financial analysis phase, CENTERS will work closely with our parent firm, Brailsford & Dunlavey (B&D), who has worked with Longwood on several projects. B&D's venues practice has served hundreds of clients in the development of their sports and assembly facilities and understands the unique impact an arena has on community building and revenue generation. We have also included our senior consultant, David Touhey, who has spent nearly 30 years managing arenas and booking events on college campuses.

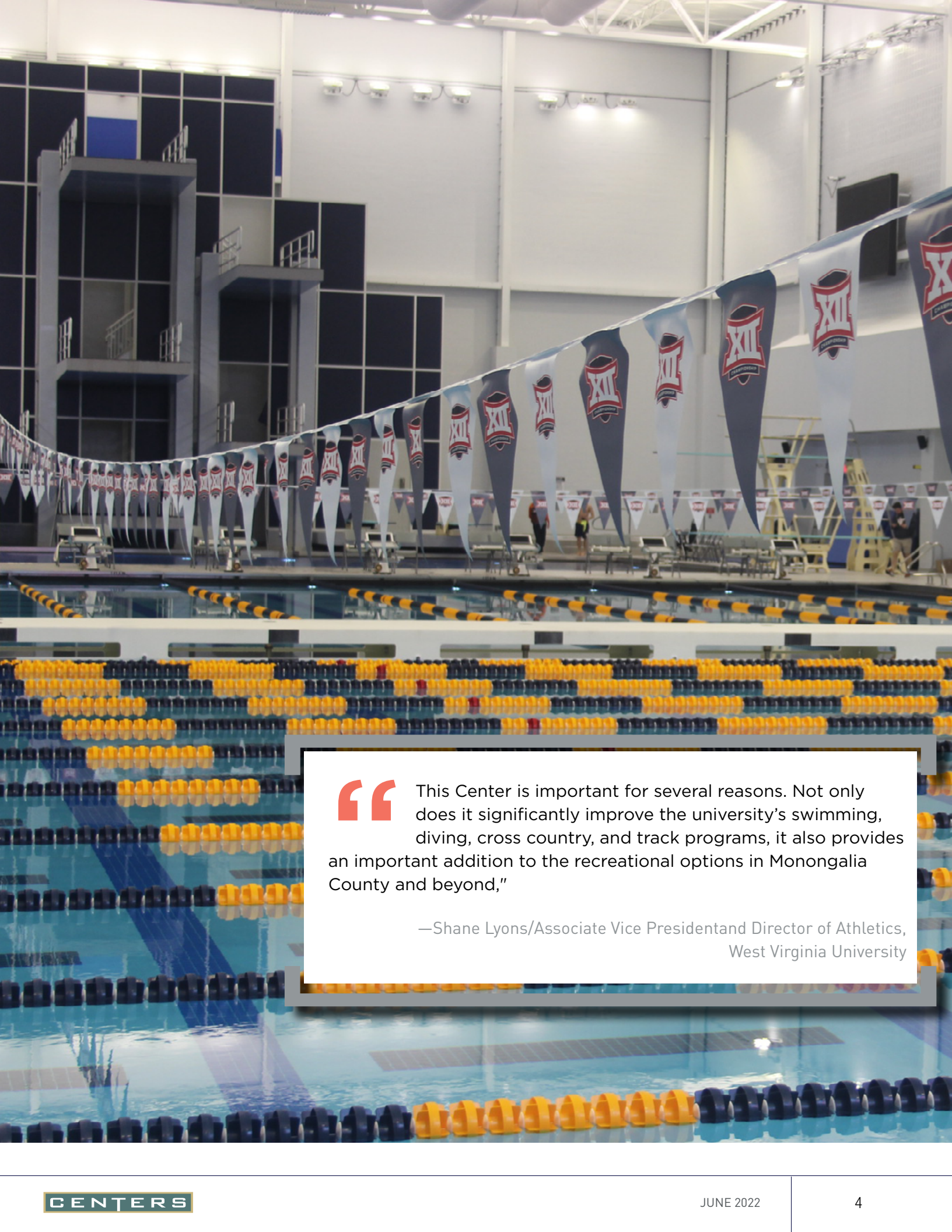
We hope you find the depth of our experience, commitment to excellence, company values, and unique perspective to be evident throughout our proposal. We feel as though we were meant to partner to deliver the intended outcomes for the JPBCC and are confident that you will reach a similar conclusion. Thank you for the opportunity, and we are sincerely looking forward to a mutually beneficial and productive working relationship.

Sincerely,



Christopher S. Dunlavey, FAIA  
Principal, CENTERS  
President, Brailsford & Dunlavey





This Center is important for several reasons. Not only does it significantly improve the university's swimming, diving, cross country, and track programs, it also provides an important addition to the recreational options in Monongalia County and beyond,"

—Shane Lyons/Associate Vice President and Director of Athletics,  
West Virginia University





# RFP COVER SHEET

A - RFP COVER SHEET

B - ADDENDAS

## REQUEST FOR PROPOSALS (RFP)

Issue Date: May 13, 2022  
 Title: Venue Management Services

RFP#LU214-22-012  
 Commodity Code: 95815, 96213

## Issuing

Agency: COMMONWEALTH OF VIRGINIA  
 Longwood University  
 Materiel Management & Purchasing  
 201 High Street, Lancaster Hall, Room 215B  
 Farmville, Virginia 23909

**OPTIONAL PRE-PROPOSAL CONFERENCE:**

May 26, 2022 at 2:00 p.m.  
 Lancaster Hall, Room 223  
 Longwood University  
 Farmville, Virginia

Location Where Work Will Be Performed: Longwood University, Farmville, Virginia 23909

Initial Period Of Contract: The initial term of the contract is three (3) year(s), beginning August 1, 2022, or as negotiated. There will be an option for seven (7) one (1) year renewal terms, or as negotiated.

**Sealed Proposals Will Be Received Until: June 16, 2022 at 2:00 p.m. Local Time** For Furnishing The Goods/Services Described Herein. **Proposals Will Be Date/Time Stamped Upon Receipt.**

All Inquiries For Information Shall Be Directed To: Deborah J. Cooper, Interim Director of Materiel Management & Purchasing, at email [materielmanagement@longwood.edu](mailto:materielmanagement@longwood.edu) or faxed to (434) 395-2246 using ATTACHMENT A – WRITTEN PRE-PROPOSAL QUESTION FORM. **Questions are due by 12:00 noon on June 3, 2022.**

**PROPOSALS SHALL BE MAILED OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.** **See notice about the use of express delivery services on Page | 2.**

In Compliance With This Request For Proposals And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation.

eVA Member: ☒ Yes ☐ No  
 eVA Vendor ID#: VS0000351298

Check all that apply: Small Business ☐  
 Woman-Owned Business ☐  
 Minority-Owned Business ☒

**Note: Offeror shall be a member of eVA on the date and time designated for receipt of proposals to be awarded this contract.** See General Terms and Conditions X, for information on registration.

DSBSD Certificate Number \_\_\_\_\_  
 Certification Date \_\_\_\_/\_\_\_\_/\_\_\_\_  
 Expiration Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Name And Address Of Firm:

CENTERS, LLC

Date: June 13, 2022

1140 Connecticut Avenue, NW, Suite 400

By: *Kimberly A Martin*

Washington, DC Zip Code 20036

(Signature In Ink)

Name: Kim Martin

E-mail: kmartin@centersusa.com

(Please Print or Type)

Title: Vice President - Business Development

Phone: ( 202 ) 266-3460  
 (Toll Free, if available)

Fax: ( 202 ) 289-6461  
 (Toll Free, if available)

RFP#LU214-22-012  
 Venue Management Services

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## ATTACHMENT D - STATE CORPORATION COMMISSION FORM

**Virginia State Corporation Commission (SCC) registration information. The offeror:**

☐ is a corporation or other business entity with the following SCC identification number: \_\_\_\_\_

**-OR-**

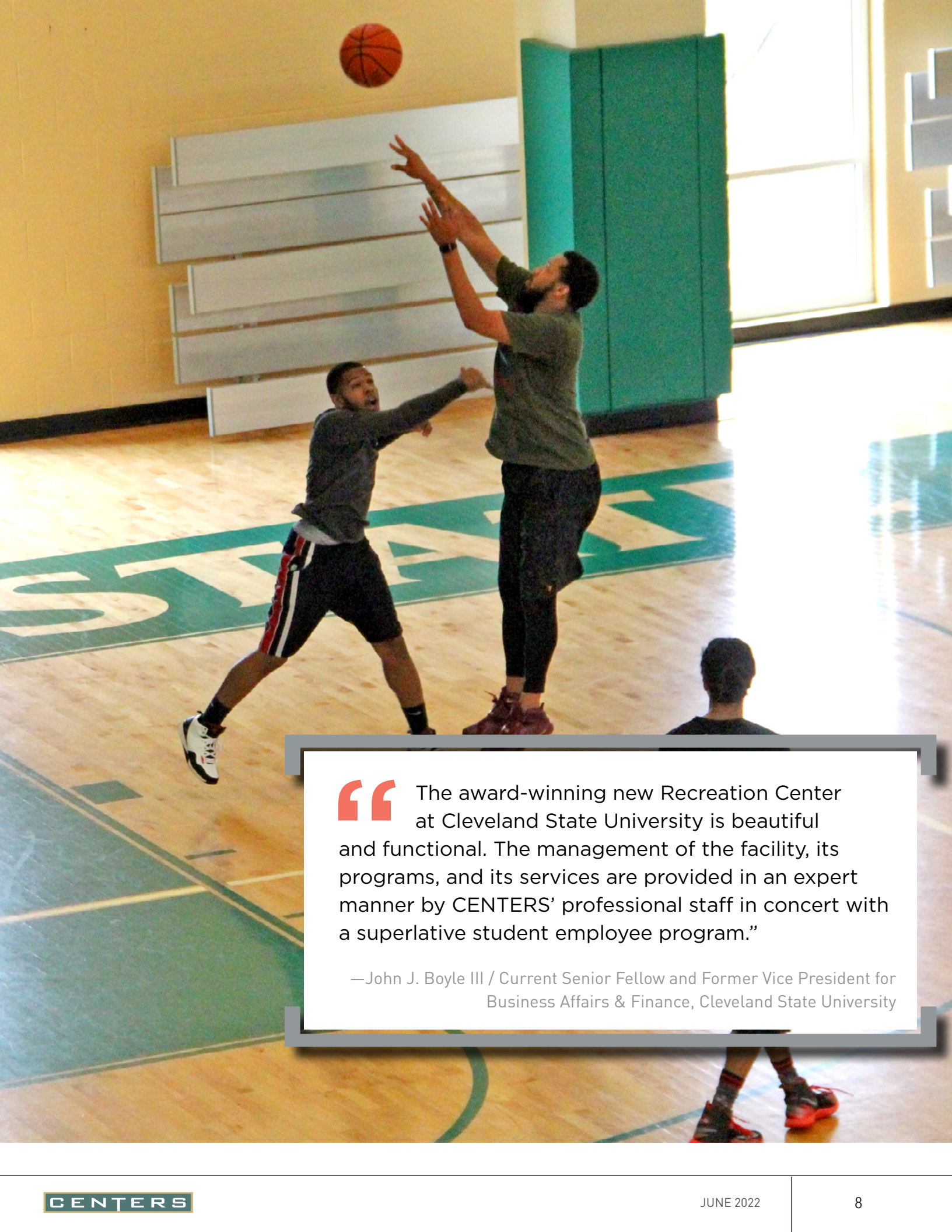
☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

☒ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror's out-of-state location) **-OR-**

☐ is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

**\*\*NOTE\*\*** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver): ☐





The award-winning new Recreation Center at Cleveland State University is beautiful and functional. The management of the facility, its programs, and its services are provided in an expert manner by CENTERS' professional staff in concert with a superlative student employee program."

—John J. Boyle III / Current Senior Fellow and Former Vice President for Business Affairs & Finance, Cleveland State University

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# OFFER DATA SHEET

## ATTACHMENT C – OFFEROR DATA SHEET (TO BE COMPLETED BY OFFEROR)

- A. **Qualification of Offeror:** The Offeror must have the capability and capacity in all respects to fully satisfy all of the contractual requirements. Indicate below the length of time you have been in business providing the services required herein.

23 Year(s) 10 Month(s)

- B. **References:** List three (3) references (preferably colleges or universities, if available) for whom you have provided this type of service. Include the dates of service and the name, phone number and email address of the person Longwood University has your permission to contact.

1. Dr. Normah Salleh-Barone, Vice President, Student Development  
Company/Name of Contact Person  
Moraine Valley Community College, 9000 College Pkwy, Palos Hills, IL 60465  
Address  
708-974-5209 2013-present  
Phone Number Date(s) of Service  
salleh-barone@morainevalley.edu  
Email Address
2. Ron Justice, Mylan Park Foundation President  
Company/Name of Contact Person  
Mylan Park, 1847 Fitness Wy, Morgantown, WV 26501  
Address  
304-216-6849 2017-present  
Phone Number Date(s) of Service  
ronjustice2010@gmail.com  
Email Address
3. Rob Stowe, Vice President of Development & Strategic Initiatives, Events DC  
Company/Name of Contact Person  
801 Mount Vernon Place NW, Washington, DC 20001  
Address  
202-249-3305 2018-present  
Phone Number Date(s) of Service  
rstowe@eventsdc.com  
Email Address





## Moraine Valley Community College

### HEALTH, FITNESS & RECREATION CENTER

PALOS HILLS, IL

#### PRE-OPENING PLANNING + MANAGEMENT

##### CLIENT OPPORTUNITIES

- » Refine the building program and develop an operating plan
- » Develop a new 113,000 square foot building to support the college's athletic program, physical education, and campus recreation

##### CENTERS / B&D APPROACH

- » Pre-planning scope of work included market analysis, business plan, and a pre-opening budget
- » MVCC retained CENTERS to manage the entire facility and develop a new Department of Campus Recreation
- » CENTERS schedules the facility and leads day-to-day operations
- » The facility houses the Cyclone Center, **home to MVCC athletics** and men's and women's basketball, women's volleyball, and hosts the following college and external events: MVCC basketball and volleyball games, basketball recruitment events, graduations, youth basketball tournaments, gymnastic meets, Taekwondo tournaments and more!

#### PROJECT OUTCOMES

- » Research and analysis **addressed the planned facility's future capacity strain concerns, eased traffic flow, and helped emphasize the building's importance as a place for social interaction**
- » The **113,360 square foot, \$34 million** Health, Fitness & Recreation Center (FitRec) opened in February 2014 and is **operated by CENTERS**
- » Program features include **three basketball courts, coaches offices, an athletic training room, team tutoring lab, spectator seating for 3,500, group exercise studios, fitness center, an indoor jogging track, team locker rooms, classrooms, pro shop, and a café**

#### CLIENT REFERENCE

Dr. Normah Salleh-Barone  
Vice-President, Student  
Development

**p.** 708-974-5209

**e.** [salleh-barone@morainevalley.edu](mailto:salleh-barone@morainevalley.edu)



## Myan Park Foundation in partnership with West Virginia University

### THE AQUATIC AND TRACK CENTER

MORGANTOWN, WV

#### MARKET FEASIBILITY ANALYSIS + MANAGEMENT

##### CLIENT OPPORTUNITIES

- » Assess the market demand and financial performance of the new aquatic center and track & field complex
- » Create world-class amenities designed to address market demand and provide a public-private partnership opportunity between the Foundation and West Virginia University
- » Develop partnerships with the private sector to diversify development structures available for the project

##### CENTERS / B&D APPROACH

- » Led project visioning session, market analysis, and financial feasibility
- » The team quantified economic and fiscal benefits of project
- » Mylan Park Foundation retained CENTERS to manage the entire facility
- » CENTERS manages the entire facility operation including facilities management, scheduling, risk management, annual budget, marketing and sponsorship, and event management.
- » The facility is **home to WVU athletics** including swimming, diving, track and cross country and hosts the following university and external events: WVU swimming, diving, track and cross country meets; Big 12 Championship swimming and diving meet, high school state meets, USA swimming championships, AAU, swim clubs, national track invitationals, community fitness courses, dodgeball tournaments, food festivals, and more!
- » The facility promotes growth and tourism through events, while also providing a venue to improve the health and wellness in the Morgantown community.

##### PROJECT OUTCOMES

- » The market analysis revealed **deficiencies in indoor aquatic facilities in the area, as well as modern track & field facilities** capable of hosting WVU athletics
- » B&D / CENTERS advised the Foundation that securing **long-term partnerships with the university**, as well as **generating revenue**, would be critical to achieving the desired facility's operating goals
- » The **97,000 square foot, \$40 million** Aquatic and Track Center opened in two phases (2018 & 2019) and is **operated by CENTERS**
- » Program features include a 50-meter competition pool, a diving well and platform, **spectator seating for 2,000, coaches offices, team locker rooms**, a 25-yard community pool, a leisure pool and slide, warm water therapy pools, wet classrooms, fitness space, **pro shop, concessions**, outdoor 4,000 meter 9-lane track and field complex, **press box, ticket office**, and an outdoor splash pad

##### CLIENT REFERENCE

Mr. Ron Justice  
Mylan Park Foundation President  
**p.** 304-216-6849  
**e.** ronjustice2010@gmail.com



## Events DC

### ENTERTAINMENT AND SPORTS ARENA

WASHINGTON, DC

#### OWNER'S REPRESENTATIVE & PROGRAM MANAGEMENT CLIENT OPPORTUNITIES

- » Transform a neglected district owned former medical campus in Southeast DC into a multi-purpose entertainment & sports arena that could provide practice facility space for the NBA Washington Wizards and a permanent home for the WNBA Washington Mystics
- » Develop a venue that will act as an important catalyst for transforming and revitalizing Ward 8, which has been an overlooked neighborhood in DC

#### B&D APPROACH

- » Served as Owner's representative for Events DC, the entertainment and sports commission for the District of Columbia
- » Provided project oversight and program management services for the project
- » Coordinated construction services among the contracted entities, the team, and the district
- » Regularly reported on construction status, program budget, and delivery timeline

#### PROJECT OUTCOMES

- » The **118,000 square foot Entertainment and Sports Arena** serves as home for the WNBA Washington Mystics and NBA G-League Capital City Go-Go and serves as the practice facility for the NBA Washington Wizards
- » Designed with a capacity of **5,000, the state-of-the-art facility** is a year round destination for concerts, family shows, and community events
- » It is estimated that the arena will generate **\$90M** in economic activity over 20 years
- » The facility opened **on-time and on-budget** in September 2018

#### CLIENT REFERENCE

Mr. Rob Stowe

Vice President of Development &  
Strategic Initiatives, Events DC

**p.** 202-249-3305

**e.** [rstowe@eventsdcc.com](mailto:rstowe@eventsdcc.com)







# 3

## WRITTEN NARRATIVE

A - EXPERIENCE

B - NAMES OF PERSONNEL

C - RESUMES OF STAFF

### 3.A. - Experience in providing the services described herein.

CENTERS offers a full spectrum of facility management and planning solutions that maximize value, mitigate risk, support mission, and provide sound fiscal management. CENTERS has best in class experience and industry knowledge operating patron-based venues with heavy athletic utilization and campus and outside events (e.g., athletic facilities, multi-purpose arenas, recreation and wellness centers, student centers, etc.).

#### OUR PURPOSE IS TO INSPIRE AND EMPOWER ORGANIZATIONS TO MAXIMIZE THE VALUE OF INVESTMENTS THAT ADVANCE COMMUNITIES

##### OUR PURPOSE

CENTERS, LLC ("CENTERS") was created to exclusively serve and support college and universities through its management and consulting practices for a variety of on-campus assets (e.g., recreation centers, sports venues, student centers, performing arts centers, event facilities, and more). For over 20 years, our focus has been on quality of life facilities, educational outcomes, market responsiveness, mission sensitivity, cost effectiveness, and a commitment to excellence on behalf of our clients.

Our passion is derived from believing that a greater participation in campus life and activities positively impacts the collegiate experience, contributes to increased recruitment and retention, and builds a stronger campus identity. Many, if not all of our employees, have been working within higher education their entire careers, have earned advanced degrees, and are actively involved in campus-wide committees and professional associations. This passion is shared in the development of student employees and the many patrons of our managed facilities.

It is always our philosophy to customize our services and partnership structure to the unique needs and the mission of our clients. Under all circumstances, the brands of the facilities we manage reflect that of the individual institution's identity and receive the commitment to excellence that we guarantee. It is the CENTERS way to be innovative and focus on value creation for the benefit of our clients. We thrive within a culture of innovation and excellence.

#### CENTERS MANAGED FACILITIES

(SEE [EXHIBIT A](#) FOR CASE STUDIES)

**Cleveland State University,**  
Cleveland, OH

**DePaul University**  
Chicago, IL

**Harper College**  
Palatine, IL

**Jacksonville State University**  
Jacksonville, AL

**Marshall University**  
Huntington, WV

**Moraine Valley Community College**  
Palos Hills, IL

**Mylan Park**  
Morgantown, WV

**University of Alabama at Birmingham**  
Birmingham, AL

**University of Missouri - St. Louis**  
St. Louis, MO

**University of New Haven**  
West Haven, CT

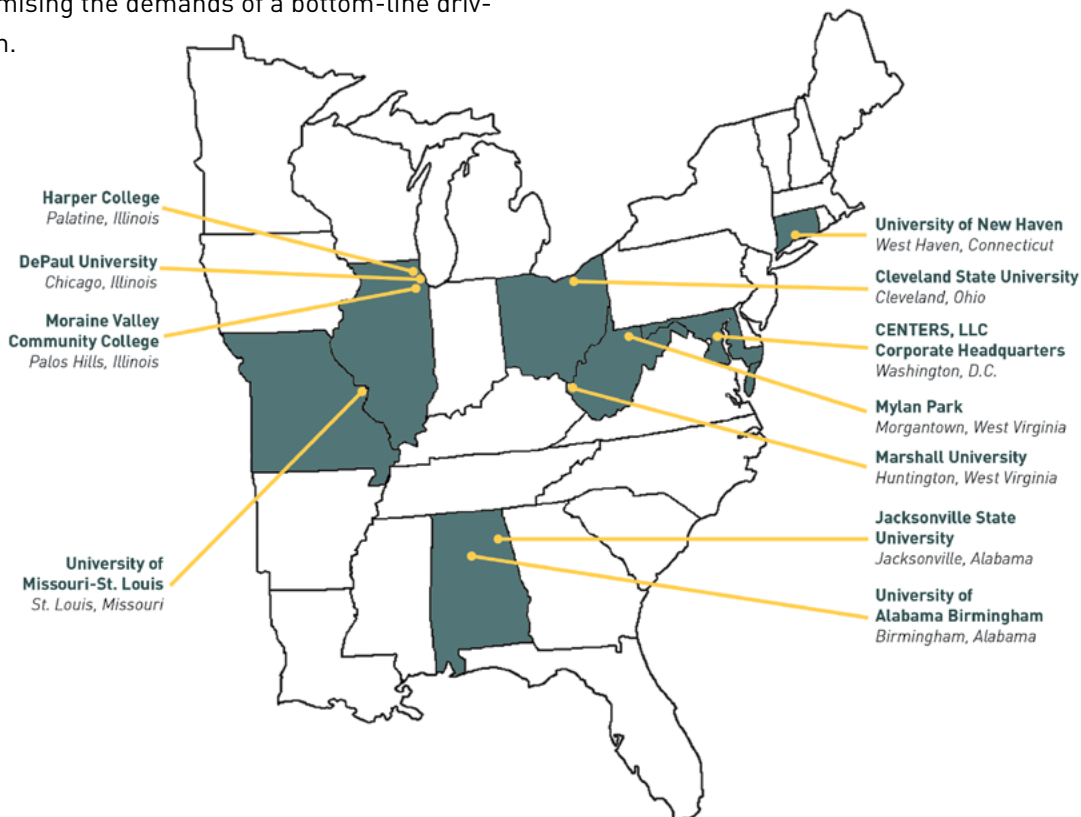
## OUR HISTORY

CENTERS was formed in 1998 at the request of its first client, DePaul University. As a private Catholic university in the Lincoln Park neighborhood of Chicago, DePaul was searching for a management company to operate its new 122,000 sq. ft. Ray Meyer Fitness & Recreation Center but could not find one with higher education experience or operating within a student development-centric philosophy. The university wanted an asset that would help it achieve a broad range of educational outcomes, support its enrollment management strategies, provide outreach to the community, and effectively convey DePaul's Vincentian values.

CENTERS responded to all of these objectives and through the open participation of the chief business and student affairs officers of the university, we developed the framework of our partnership structure that is still used today. In doing so, we became the first management company to exclusively serve and support collegiate recreation, and the only management company of any type to be fully committed to the intensive engagement of student development within a progressive co-curricular model. We were built to maximize traditional student affairs objectives without compromising the demands of a bottom-line driven business plan.

We have replicated our management approach, customizing it for every client, and expanded to additional asset types on college campuses. We operate on ten college campuses and have built the largest and most talented staff of career campus life professionals to be assembled by a single organization. We manage facilities that range from 56,000 to 152,000 square feet serving 153,000 students and over 500,000 patrons annually who enjoy a comprehensive range of programs, services, and events including fitness and recreation, campus activities, intercollegiate athletics, university events, outside rentals, and external programming. This is all done within a student development model that, in the aggregate, employs more than 2,000 students.

For each of our client institutions, we are their on-campus department and are responsible for their facilities, programs, budgets, revenues, and most importantly, their communities. It is our intention that the value of our service will compel the most ambitious colleges and universities to outsource their campus facilities and programs to us. We manage operations at the following 2-year, 4-year, private and public colleges and universities indicated in the graphic below.





## ORGANIZATIONAL EXPERIENCE

Unlike many promoters or large-scale operators competing in the collegiate market, CENTERS' focus is singular: we serve the needs of college students and achieve the mission-driven outcomes that our clients value. Since 1999, we have also become the employer of choice for high-performing, ambitious campus professionals by subscribing to the following six key fundamental elements that differentiate us from our competition:

### » PARTNERSHIP

Our partnerships are guided by the terms of a performance contract that goes well beyond fiscal management. As such, it is important for us to be perceived as a partner and not a third-party contractor. **Partnerships excel when both parties uphold clear channels of communications and shared expectations around outcomes.** Firm-wide we uphold a strong commitment to student and employee development and believe that education is a major part of being a professional, and an employer in general. **We do not wear our brand on our client sites, nor believe it should be showcased on a wall or building of your asset because we believe it fundamentally distracts from and inhibits our opportunity to maximize the value of your investment.**

### » CULTURE OF PERFORMANCE

We attribute much of our success to our ability to attract and retain highly regarded professionals with a passion for higher education and non-profits. CENTERS' employees are comprised predominantly of people who have earned advanced degrees and are leaders in our field. They have the experience, skill, and knowledge required to successfully integrate within a campus community and develop all facets of an integrated department. CENTERS' employees know how to manage facilities, design programs, and deliver services that exceed best practices within the profession. **Since our actions represent the actions of our clients, we take the training and development of all our staff very seriously** and as a company invest a high level of career pathways and development opportunities through our Program of Systems and Standards (POSS).

## » STUDENT DEVELOPMENT

CENTERS' professional staff is driven by a passion to mentor students (and part-time employees) and take pride in fostering an active learning environment. Learning outcomes are developed and then assessed to determine if the desired competencies are being achieved.

We believe the foundation of a successful student employment model consists of the following:

- » Intentionally creating appropriately tiered employment so students have the opportunity to take on progressively more responsible positions
- » Assessing student learning goals when reviewing and revising job responsibilities and expectations
- » Involving student employees in the recruitment and selection process
- » Providing performance evaluations and peer reviews on an annual basis
- » Utilizing ethical and sound hiring practices
- » Providing appropriate training that accommodates various learning styles
- » Entrusting students with responsibility and authority
- » Creating a culture of high expectations that motivates high performance

## » FINANCIAL PERFORMANCE

CENTERS is focused on managing YOUR asset based on YOUR mission and purpose. In every partnership we establish performance criteria and targets up front in order to apply a disciplinary thought process and rigor to budget management and financial planning. Our goal is to balance a cost-effective approach, based on the CENTERS extensive team of technical and subject matter experts, with customized operational goals and outcomes. **We focus on maximizing financial performance for the sake of generating resources required to support non-financial metrics that our client value most.** In addition, many of our clients benefit from our enhanced buying power of hardware and software, programs, services, equipment, and supplies per our third-party vendor agreements. **For many of our clients, a portion or the entirety of our compensation is offset by these economies of scale savings.**

## » INNOVATION AND ENTREPRENEURIAL DISCIPLINE

We are fully committed to optimizing the value of the resources our clients invest in their mission. Our Program of Innovation supports professional excellence through a constant, thorough examination of our business practices and analysis of our facilities, programs and services. The POI delivers transformative and implementable solutions that benefit our clients. As part of the POI, the Program of Systems and Standards (POSS) is an ongoing self-assessment to lead thought leadership in the industry of campus center management. **We set the bar for operational standards and are constantly innovating ways to raise standards and best practices.**

## » CENTRALIZED LEADERSHIP

CENTERS' founders are actively engaged in the executive oversight of the firm, which was designed specifically to meet the unique needs of non-profit organizations. With experience totaling over one hundred years of collective experience, **our central leadership team provides site operational oversight and staff mentoring, as well as leads all start-up operations, transitions, and partnership strategies.** In addition, our clients benefit from enhanced efficiency and cost savings with our administrative support team through human resources, marketing, financial reporting, payroll and accounting, and information technology. Economies of scale are realized as we manage thousands of employees with similar focus and job responsibilities and millions of square feet.

## CENTERS ANNUAL & SPECIAL EVENT EXPERIENCES AT SITES



### SPORTS RELATED EVENTS

- » Big 12 Swim and Diving Championships
- » US Gymnastics - State Gymnastic Championships
- » Semi-Professional Basketball Tryouts, Practices and Games
- » NCAA Conference Championships
- » Special Olympic Local, State and National Competitions
- » ESPN High School Basketball Game
- » Athletic Hall of Fame Ceremonies
- » Rehabilitation Institute of Chicago – Wheelchair
- » Rugby Clinic
- » USA Swimming and YMCA Swim Meets
- » AAU and Travel League Basketball Tournaments
- » Local High School Basketball Tournaments, Games and Training Camps
- » Boys and Girls Club
- » Women's Sports Basketball League
- » NIKE Basketball Regional tournaments



### CAMPUS EVENTS

- » Welcome Back Events
- » New Student Orientation
- » Campus Safety Events
- » **2 Sites** Host College Graduation
- » Fitness and Wellness Fairs and Events
- » Freshmen Move-in Days
- » Bench Press Competitions
- » Ironman Competitions
- » Leadership and Team Building Workshops
- » Campus Shelter & Disaster Planning



### FACULTY AND STAFF EVENTS

- » Faculty and Staff Wellness Fairs
- » New Employee Orientations
- » Staff Appreciation Banquets
- » Faculty and Staff Field Days



### CAMPUS AND COMMUNITY EVENTS

- » Annual 5K Race or Walk
- » College or Career Fairs
- » Host Blood Drives
- » Group Fitness Showcase Events
- » Sustainability and Wellness events such as: Bike Day, Farmers Markets, Alcohol Awareness Week, Earth Week and Sustainability Fair
- » Member Appreciation Days
- » Leadership Development, Team Building and Escape Rooms
- » Charity/Fundraising Events for a Variety of Foundations and Student Philanthropy



### COMMUNITY EVENTS

- » Galas
- » High School Graduation Ceremonies
- » Kids Expos
- » Sheriff's Training Facility
- » Prom Safe Haven Celebrations
- » Silver Sneakers Balance Builder Workshop
- » Relay for Life
- » State and Local Science Fairs

## BRAILSFORD & DUNLAVEY + CENTERS, LLC

CENTERS benefits from the cross-ownership of and headquarters co-location with Brailsford & Dunlavy. B&D has empowered hundreds of colleges and universities, PK-12 schools, municipalities, and professional sports organizations to achieve their bold visions through the built environment. CENTERS frequently collaborates with B&D leading in-house research and methods along with access to the latest industry data, market analysis, financial structures, and construction expertise. The sharing of administrative resources provides efficient daily operations and includes executive oversight, information technology, accounting, and human resources. B&D has worked with over 700 colleges and universities including Longwood University (2016 Ballpark Market and Financial Analysis, 2014 Athletic Master Plan, and 2011 Events Center Market Study in coordination with Prince Edward Development).



Moraine Valley Community College - ESPN Event



## BRAILSFORD & DUNLAVEY

**BRAILSFORD & DUNLAVEY** leads the planning, development, and management of the places that shape and strengthen our communities. As a trusted partner, we empower our clients to ask the right questions and develop solutions that achieve their bold visions.

Over the 28-year history of the firm, B&D has been a leader in implementing creative solutions for our clients to grow and maximize the value of their physical and operational assets. B&D has advised over 700 colleges and universities including several planning assignments at Longwood University.

B&D VENUES is a specialized practice group within Brailsford & Dunlavey that focuses exclusively on the planning and development of sports and public assembly facilities. Over the course of 25 years, we have completed more than 200 venue projects that include arenas, ballparks, and stadia. Our approach ensures that venue assets are viable and sustainable from both a market and functional standpoint. We achieve this by evaluating opportunities for new, market responsive concepts and evaluating long-term exposures presented by systems and equipment essential to the building's operation. Ultimately, reconciling these costs with the revenue opportunities is essential in understanding a franchise's or municipality's net position with respect to overall facility investment.

This commitment to strategic clarity at the outset differentiates the outcomes for B&D clients and their communities; it is why we have been trusted to advise on more than \$35 billion in completed construction value.

Listed among Engineering News-Record's "Top 50 Program Management Firms," B&D is a 120+ person, minority-owned business with offices located in Atlanta, Austin, Boston, Chicago, Northern California, Southern California, and Washington, D.C.—and features a client base in all 50 states.

B&D is a recognized industry leader in the planning and implementation for professional and collegiate athletic facilities

# \$6B+

IN PROFESSIONAL  
VENUE IMPLEMENTATION  
PROJECTS

# 200+

VENUES PROJECTS  
COMPLETED

# \$40B+

IN TOTAL FIRM  
IMPLEMENTATION  
PROJECTS

# Top 50

PROGRAM MANAGEMENT  
FIRM AS RANKED BY  
ENGINEERING NEWS  
RECORD

## SELECT COLLEGE AND UNIVERSITY ARENA EXPERIENCE

- » Arizona State University
- » Houston Baptist University
- » Northern Kentucky University
- » Sacramento State University
- » Troy University
- » University of Arizona
- » University of Maryland Baltimore County
- » University of Miami
- » University of New Mexico
- » University of Notre Dame
- » University of Pittsburgh
- » University of Southern California
- » University of Virginia
- » Virginia State University
- » Wake Forest University



### 3.B. - Names, qualifications and experience of personnel to be assigned to the project.

Below are names of the personnel that would be assigned to the project. Their experience and qualifications are listed on their resumes in [Section 3.C](#).



CONSULTANT

PAUL BRAILSFORD  
PRINCIPAL

BILL MYKINS  
VICE PRESIDENT

DAVID TOUHEY  
SENIOR CONSULTANT

CHRIS DUNLAVEY  
PRINCIPAL

BETH PENFIELD  
DIRECTOR

JEFF SESSINE  
SENIOR VICE PRESIDENT

KATIE LUTTON  
ASSOCIATE

KIM MARTIN  
VICE PRESIDENT

GREG ROSS  
VICE PRESIDENT

## 3.C. - RESUMES OF STAFF



### Paul Brailsford

#### CO-FOUNDER & PRINCIPAL - CENTERS, LLC AND BRAILSFORD & DUNLAVEY

##### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

- » Co-founder of Brailsford & Dunlavey with 35+ years of experience
- » Nationally recognized advisor for innovative applications of market and financial analyses for the development of higher education facilities
- » Provided development advisory and management services for hundreds of clients
- » Widely-published author, workshop leader, and speaker at national conferences and symposia
- » Special focus on institutional strategy and operational efficiency for colleges and universities
- » Mentor and innovator, dedicated to building the firm and maintaining its commitment to diversity, relationship building, and excellence in client service.



B.A. Economics,  
University of Maryland at College Park



The Urban Land Institute  
The International Economic  
Development Council



NoCRSA State Workshop — Presenter  
“The Power of Purpose”  
  
Bisnow — “Absolutely Terrific”  
  
Interface Student Housing Real Estate  
Conference — Presenter “An Industry  
Overview”  
  
National Press Club Event, sponsored by  
DCBIA — Presenter “The University Tower  
as a Tower of Strength”

##### SELECT PROJECT EXPERIENCE

###### Loyola University Chicago

- » Student Union And Recreation Center  
Market Study And Financial Analysis

###### University of Illinois at Urbana-Champaign

- » Recreation Feasibility Analysis, Programming, And Referendum Support

###### University of Illinois at Chicago

- » Student Recreation Center Master Plan, Programming, And Referendum Support

###### Howard University

- » Athletics and Recreation Facilities Master Plan
- » Campus Master Plan Update and Housing Developer Selection Assistance

###### The Catholic University of America

- » Athletic and Recreation Master Plan Advisory Services

###### District of Columbia Public Schools

- » Schools Construction and Modernization Program Management

###### Houston Baptist University

- » Mixed-Use Development Advisory Services

###### Jacksonville State University

- » Student Recreation Development Advisory Services

###### Louisiana State University

- » Campus Edge Mixed-Use Development Advisory Services

###### Marshall University

- » Campus Recreation Center Analysis and Program Management

###### George Mason University

- » Student Recreation Advisory Services

###### University of Miami

- » Recreation, Fitness, And Wellness Center Feasibility Analysis, Architectural Program, Referendum Support, And Design Review

###### Duke University

- » Student Recreation Master Plan



## Chris Dunlavey, FAIA

### CO-FOUNDER & PRINCIPAL - CENTERS, LLC AND BRAILSFORD & DUNLAVEY

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

- » Co-founded Brailsford & Dunlavey in 1993
- » Specializes in managing the development of anchors of community such as “quality of life” projects for major sports venues, higher education, and PK-12 schools
- » Reflects a professional background in a variety of capacities within the building industry, ranging from project feasibility and planning to architectural design and program management
- » Has lectured and written extensively on the feasibility analysis, financing, programming, and design of a variety of municipal projects



M.B.A., Real Estate Development,  
The George Washington University

B.A. Architecture,  
Columbia University



Leadership in Energy & Environmental  
Design (LEED) Accredited Professional

Registered Architect,  
District of Columbia

Fellow of the American  
Institute of Architects

Urban Land Institute (ULI)

Sports Business Journal  
Forty Under 40 Award, 2005



2016 School Construction News —  
“The Gold Standard in Program  
Management: Parts 1 & 2”

2015 American Institute of Architects  
Committee for Architecture in  
Education — Presenter  
“State of Higher Education in  
the U.S. — De-Traditionalizing a  
Traditional Mainstay”

#### SELECT PROJECT EXPERIENCE

##### Arizona State University

- » Arena and Athletics Master Plan

##### Baltimore Ravens

- » M&T Bank Stadium Development  
Advisory and Program Management  
Services

##### Cumberland County Civic Center Authority

- » Civic Center Feasibility Study and  
Economic Analysis

##### City of Austin, TX

- » Major League Soccer Stadium  
Development Consulting

##### City of Conway, SC

- » Civic Center/Arena Feasibility  
Analysis

##### City of Pawtucket, RI / Pawtucket Red Sox

- » MLB Ballpark Development Advisory  
Services

##### District of Columbia/DC United

- » Audi Field Development Advisory  
and Program Management Services

##### Events DC

- » Entertainment & Sports Arena  
Owner’s Representation & Program  
Management

##### RFK Stadium

- » Campus Redevelopment Advisory  
and Program Management Services

##### St. Louis Cardinals

- » Busch Stadium Capital Improvement  
Advisory Services

##### St. Louis Blues

- » Enterprise Center Development  
and Capital Improvement Advisory  
Services

##### University of Houston

- » Stadium and Arena Market Study  
and Financial Analysis

##### Washington Convention Center

- » Convention Center Feasibility Study  
and Socioeconomic Impact Analysis

##### Washington Nationals

- » Ballpark Site Evaluation and  
Financing Plan
- » Ballpark Renovation Program  
Management
- » Ballpark Design and Construction  
Program Management

##### Washington Wizards/Events DC

- » Entertainment & Sports Arena/  
Practice Facility Development  
Advisory



## Jeff Sessine

### SENIOR VICE PRESIDENT - CENTERS, LLC

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

As the Senior Vice President, Mr. Sessine leads the central team and oversees each CENTERS site, which includes financial management, risk mitigation and brand management. He ensures that company best practices consistently exceed the industry standards in all facets of our operations. Additionally, he is responsible for hiring initial site personnel and leading facility start-up operations. Mr. Sessine also serves as a consultant, where he shares his broad experience and insights to assist with numerous planning and consulting projects.

#### PROFESSIONAL EXPERIENCE

While at DePaul University, Mr. Sessine played a leadership role in developing a newly-formed department and coordinated the final phase of construction before opening an award-winning recreation center, which set new standards in service delivery, financial performance and program development.

During his employment within recreation and athletics at Purdue University, Mr. Sessine served in several different capacities including intramural sports, club sports, aquatics, facilities, and head coach for women's soccer.

Committed to the student experience in both the programmatic and academic arenas, Mr. Sessine developed the student development model used exclusively by all CENTERS-managed locations. He has been nationally recognized by his peers and former students as an influential mentor by many of those he has taught and supervised.



M.S. Higher Education,  
Administration, Purdue University

M.S. Athletic Administration,  
Ohio University

B.S. Exercise Science,  
Keene State College



2012 NIRSA Conference -  
"Executing a Business Plan"

2011 NIRSA Conference -  
"Building Effective Leadership Teams"

2010 NACAS Conference:  
"Emerging Trends in Auxiliary  
Services."

2010 NIRSA Annual Conference:  
"Facility Start-up Best Practices - From  
Ground Breaking to Grand Opening"

2009 HBCU-NIRSA Summit:  
"Catching Up By Getting Ahead"





## Kim Martin

### VICE PRESIDENT, BUSINESS DEVELOPMENT - CENTERS, LLC

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

For over twenty years, Ms. Martin has been advising colleges and universities on the planning and operations of campus centers; including athletic and recreation venues, student centers, housing facilities, dining, retail, and more. During her time at Brailsford & Dunlavey she worked on over 100 higher education projects across the country focusing on market and financial feasibility, facility planning, financing, programming, business planning, public-private partnerships, and implementation. Prior to joining B&D / CENTERS she worked at the University of Minnesota and Central Michigan University in facility operations

#### PROFESSIONAL EXPERIENCE

##### University of Notre Dame

- » Athletic Facilities Master Plan Update
- » Events Center Feasibility and Market Analysis

##### Wright State University

- » Campus Master Plan

##### University of Toledo

- » Student Housing and Recreation Master Plan

##### Ball State University

- » Campus Master Plan

##### Central Michigan University

- » Student Life Master Plan

##### Temple University

- » Campus Master Plan

##### Tennessee State University

- » Facilities Master Plan

##### Kent State University

- » Campus Master Plan

##### Cleveland State University

##### University of Alabama

- » Recreation Business Plan

##### Marshall University

- » Recreation Business Plan

##### University of Illinois at Urbana-Champaign

- » Recreation Master Plan
- » Referendum Advisor

##### Xavier University

- » Mixed-Use Development Plan
- » Master Developer Selection Support

##### California State University, Dominguez Hills

- » Wellness and Recreation Center Financial Analysis

##### Eckerd College

- » Housing, Dining, and Recreation/Athletics Feasibility Analysis and Master Plan

##### George Washington University

- » Health and Wellness Center Expert Witness and Business Planning

##### Indiana University

- » Recreational Sports Master Plan and Update

##### Jacksonville State University

- » Recreation Center Development Advisory
- » Owner's Representation
- » Management Services

##### Michigan State University

- » Recreation Facilities Preliminary Assessment

##### Frostburg State University

- » Sports Facility Advisory Services



M.A. Exercise Science,  
Central Michigan University  
B.A. Zoology, Miami University



2021 NIRSA Conference -Presenter  
"Business Planning 101: Preparing a  
Roadmap for the Future

2017 Athletic Business Conference —  
Presenter "Capacity Analysis: How Many  
People Can Fit?"

2015 SCUP North Central Conference  
— Presenter "Planning Essentials for  
Community College Student Housing"

2013 SCUP North Central Conference—  
Presenter "The Affordable Student Housing  
Challenge"

2013 OACUBO Conference— Presenter  
"From Dream to Reality: Public-Private  
Partnerships"



## Greg Ross

### VICE PRESIDENT, OPERATIONS - CENTERS, LLC

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

Mr. Ross brings more than 26 years of experience in managing recreational facilities, including administrative positions at Kent State University and Cleveland State University prior to being promoted to the CENTERS corporate office in 2015. As the Vice President of Operations, Mr. Ross is responsible for directing the company risk management practices, insurance coverage, third party contracts, and assisting with project management on all new accounts. Additionally, Mr. Ross is responsible for the continual refinement of organizational best practices through the CENTERS Program of Systems and Standards.

#### PROFESSIONAL EXPERIENCE

Previously, he was the senior leader responsible for the department and day-to-day operations of the Cleveland State University Recreation Center. This included facility management, policy making and implementation, human resources, fiscal management, technology, marketing, quality service, program development and assessment, and strategic planning. Upon his hire in June 2006, he directed the planning, development, and August 2006 opening of the new 110,000 square foot recreation center, along with creating a new campus recreational department. He was responsible for the preparation, forecasting, and monitoring of a departmental budget in excess of \$3.5 million and was also directly responsible for the generation of \$800,000 in membership sales and programming revenue.

While at Kent State University, Mr. Ross was part of the administrative senior leadership team for the Department of Recreational Services by assisting the Director in policy making and implementation, personnel actions, fiscal management, technology, marketing, quality service, program assessment, and strategic planning while directly overseeing the membership and guest services, an area budget of over \$1 million, and the generation of \$940,000 in membership sales and other revenue.

M.A. Sports Administration,  
Kent State University

B.A. Journalism,  
The Ohio State University

NIRSA: Leaders in Collegiate Recreation  
Ohio Recreational Sports Association  
(ORSA)

Member of the NIRSA Region III Award of  
Merit Selection Committee, 2007-2008

Member of the NIRSA Nominations and  
Elections Committee, 2006-2007

2017 NIRSA Conference - "How to Develop  
and Execute a Business Plan for Your  
Organization"

2015 NIRSA Conference - "Managing  
the Manager: Guiding Your Intermediate  
Supervisory Staff"

2012 NIRSA Facilities Institute - "Efficient,  
Safe and Clean: Managing an Internal  
Custodial Operation"

2012 NIRSA Facilities Institute - "Facility  
Start-up: From Groundbreaking to Grand  
Opening"

2012 NIRSA Conference - "Managing for  
Performance: Coaching Your Full Time  
Staff"

2011 NIRSA Conference - "A Corporate  
Membership Plan to Bank On!!"



## Bill Mykins, RA, LEED AP

### VICE PRESIDENT - BRAILSFORD & DUNLAVEY

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

- » Focuses on the planning and development of sports and entertainment facilities
- » 15+ years at B&D advising clients on the planning and development of both municipal parks and sports and entertainment venues
- » One of the premier owner's representatives in the industry with 30+ years of experience
- » Proven track record of successfully delivering complex and fast-track projects through multiple delivery methods
- » Has overseen some of the firm's most complex and high-profile projects, including Nationals Park, Safeco Field, Audi Field, and the redevelopment of the RFK Stadium campus



B.A. Architecture,  
Kansas State University



Leadership in Energy & Environmental  
Design (LEED) Accredited Professional

Registered Architect, Missouri

ACE Mentorship Program DC Affiliate -  
Board Member



2012 Guest Lecturer, San Diego State  
University, Sports Business MBA Program

#### SELECT PROJECT EXPERIENCE

##### California Polytechnic State University

- » Events Center/Hotel/Conference  
Center Feasibility Study and  
Economic Impact Analysis

##### Events DC

- » RFK Stadium Redevelopment  
Advisory Services
- » Washington Wizards Entertainment  
Sports Arena / Practice Facility  
Implementation
- » Nationals Park Development Adviso-  
ry, Program Management, and Capital  
Improvement Advisory Services

##### Seattle University

- » Athletic and Recreation Strategic  
Development Plan and Event Center  
Analysis

##### Troy University

- » Sports and Events Center Feasibility  
Study

##### University of Arizona

- » Athletic Facilities Market Analysis

##### University of Houston

- » Stadium and Arena Market Study and  
Financial Analysis

##### University of Maryland, Baltimore County

- » Event Center Feasibility Study

##### University of South Dakota

- » Stadium Renovation Feasibility  
Analysis and Sports Performance  
Enhancement Study

##### University of Texas at San Antonio

- » Arena Feasibility Study

##### Virginia State University

- » Convocation/Multipurpose Center  
Feasibility Study, Economic Impact  
Analysis, Detailed Program of  
Architectural Requirements,  
Financial Analysis, and Preliminary  
Program Management

##### St. Louis Blues

- » Arena Capital Improvement Advisory  
Services

##### Tampa Bay Lightning

- » Amalie Arena Renovation and Capital  
Improvement Advisory Services



## Beth Penfield, LEED AP

### DIRECTOR

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

- » Leader in B&D's Venues & Municipal Development Advisory Groups
- » Expert with over 15 years of experience on large scale urban development planning & construction
- » Diverse capacities within the building industry, ranging from project feasibility, capital planning, community engagement & communications, and program management
- » Has led the development of complex multi-asset master development plans
- » Shapes industry trends through speaking opportunities regarding master planning, community engagement, and municipal planning
- » Prior to joining B&D, she was the Event Manager for the George Washington University Athletics Department where she was responsible for internal and external events at the 5,000 Seat Charles E. Smith Center.



M.B.A. The George Washington University

B.A. Criminal Justice, The George Washington University



Leadership in Energy & Environmental Design (LEED) Accredited Professional

Urban Land Institute (ULI)

International Association of Venues Managers (IAVM)

AIA Committee for Architecture in Education



2020 — P3 Government Conference Round-table Moderator "Social Infrastructure and Public Engagement Success Strategies"

2018 — Presenter "AISD #FUTURE"

2018 — Presenter "School Building and Citizenship"

2018 — P3 Conference Breakout Session Leader

#### SELECT PROJECT EXPERIENCE

##### Confidential NFL Client

- » Venue Development Advisory and Program Management Services

##### City of Alexandria, VA

- » Joint City-Schools Facility Investment Task Force
- » City Hall Visioning Project
- » Capital Improvement Plan Advisory Services

##### City of Amarillo, TX

- » East Gateway Initiative Development Advisory Services

##### Kentucky Venues

- » P3 Consultant and Development Advisory

##### University of Arizona

- » Stadium Development Advisory

##### University of Delaware

- » Athletics Campus Development Advisory

##### University of New Mexico

- » Arena Development Advisory

##### Washington Nationals

- » Nationals Park Development Advisory

##### District of Columbia Public Library

- » Facilities Master Plan

##### Austin Independent School District

- » Facilities Master Plan

##### Prince George's County Public Schools

- » Facilities Master Plan





## Katie Lutton

### ASSOCIATE - BRAILSFORD & DUNLAVEY

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

- » Associate in Brailsford & Dunlavey's Venues & Municipal Advisory Services practice groups
- » Professional background in corporate financial planning and analysis
- » Proficient in capital planning, financial modeling, and market analysis
- » Experienced in municipal recreation projects, including multi-generational / broad access programs and system-wide planning efforts
- » Skilled in communicating complex analytical findings simply and effectively to broad audiences



B.A. Economics and Geography,  
University of North Carolina Chapel Hill

#### SELECT PROJECT EXPERIENCE

##### City of New London, CT

- » Community Recreation Center Feasibility Analysis and Development Advisory Services

##### Maryland- National Capital Park and Planning Commission

- » Multi-generational Recreation Center Feasibility Analysis and Development Advisory Services

##### Tad Gormley Stadium

- » Stadium, Recreation, and Wellness Center P3 Development Advisory Services

##### University of Wisconsin – Madison

- » Athletics Development Advisory Services

##### Seattle Mariners

- » Capital Plan and Master Plan Advisory Services

##### Events DC

- » Nationals Ballpark Capital Improvement Planning

##### University of Pittsburgh

- » Arena Owner's Representative Advisory Services

##### University of North Carolina, Chapel Hill Foundation

- » Development Advisory Services



## David Touhey, CVE

### SENIOR CONSULTANT, OPERATIONS & PROGRAMMING

#### PROFESSIONAL BACKGROUND AND HIGHLIGHTS

Mr. Touhey is an industry leader in facility management and venue operations with nearly 30 years of first-hand experience in venue operations and live entertainment. Mr. Touhey is as visionary as he is practical, operationalizing big ideas to drive venues and their product partners toward successful futures.

His experience includes the following:

- » Hiring, training, evaluating, and supervising venue staff
- » Opening new venues
- » Developing and implementing annual operating budgets and all facility policies and procedures
- » Serving as primary contact with the contract administrator and senior university leadership
- » Chief liaison with key university departments, including the president's office, the director of intercollegiate athletics and the head basketball coaches
- » Leading university and external event management during student events, athletics, concerts, rentals, etc. including "front-of-house" operations, ushering, parking, security, and box office
- » Proactively seeking new business to maximize facility's usage by working with event producers and promoters
- » Negotiating facility rental agreements and overseeing marketing of co-promoted events

#### PROFESSIONAL EXPERIENCE

Mr. Touhey has worked at the following venues and campuses:

- » Monumental Sport & Entertainment, President, Venues
- » Verizon Center (now Capital One Arena), SVP, General Manager, VP Booking & Entertainment
- » University of Miami Convocation Center, General Manager
- » James L Knight Center, General Manager
- » The George Washington University, Adjunct Faculty

B.S. Sport Management,  
University of Massachusetts

Certified Venue Executive – International  
Association Venue Managers

Destination DC Board of Directors, Vice  
Chair (2011–2020)

Penn Quarter Neighborhood Association,  
Board Member (2011–Present)

Downtown BID, Board of Directors  
(2019–2021)

Arena Network, Executive Committee  
Member (2006–2016)

International Assoc. of Assembly  
Managers, Membership Committee Chair  
(2006–2010)

International Assoc. of Assembly  
Managers, Industry Affairs Council Vice  
Chair (2019–Present)

2017 Sports Business Journal Power  
Player –Venue

Fancentric 2022 – "Using Technology and Design to Deliver the Fan Experience"

Fancentric 2022 – "Gambling and The Sports & Entertainment Industry"

ALSD Webinar 2021 – "How Data Improves Fan Experience and Operational Efficiencies"

SEME 2021 – "Re-Opening Stadiums, Playing Ball & What Fans Need to Know"

Sports Capital Symposium 2020 Track Topic: Sports Betting – "The Future of In-Venue Betting"

The Video Show 2019 – Sports Production – "Monumental Productions"

Venues Now Conference 2019 – "The Escalation of Immersive Experiences"

IAVM Venue Connect 2016 – "Smart Moves from NBA and NHL Arenas"





“CENTERS facility management and risk mitigation expertise has been instrumental in the revitalization of Fitch Natatorium. In addition, their ability to monetize an important university asset effectively has been an added bonus.”

—Brandi Jacob-Jones / Senior Vice President for Operations  
and Chief of Staff, Marshall University

# 4

## SPECIFIC PLANS

A - DESCRIBE HOW THE FIRM PLANS TO PROVIDE SERVICES REQUESTED IN STATEMENT OF NEEDS SECTIONS A, B AND C

B - STATEMENT OF NEEDS

C - TIME FRAME



## 4 - SPECIFIC PLAN TO PROVIDE SERVICES

### 4.A. - Describe how the firm plans to provide services requested in Statement of Needs Sections A, B and C.

#### 4.A.A. - PRE-OPENING SERVICES FOR THE JPBCC

There is a tremendous amount of pre-opening planning required in order to optimize the JPBCC. Pre-opening services would be completed in partnership with our parent firm, B&D, which has extensive experience planning arena and sports venues through its specialized practice “B&D Venues.” The CENTERS/B&D team will develop a comprehensive business plan inclusive of a vision for the project and related market analysis. The Business Plan will include the following components:

- » Case Statement
- » Market Opportunity
- » Operating Paradigm
- » Organizational Structure & Staffing Plan
- » Risk Mitigation Plan
- » Financials

Project initiation will include a series of data gathering and kick-off activities to develop a comprehensive understanding of Longwood’s vision and goals for operation of the arena and priorities for the pre-opening period. We will review any available and relevant information not already shared such as previous studies, historical statistics for visitation in the region, economic development plans, existing event calendars and data, etc. In order for the university to maximize the JPBCC’s asset value, the criteria and objectives for strategic and financial success must be defined according to the university’s values and mission-critical objectives.

The team will lead the university during a Strategic Asset Value visioning session to develop a decision-making framework that will help define programmatic, operational, and financial priorities for the JPBCC. This session is

not intended to change previously stated goals and objectives, but to frame them into decision-making criteria that aligns with the mission, purpose, and values of the university and empower CENTERS to interpret data and apply judgement.

#### 4.A.A.1. - MARKET ANALYSIS AND PROGRAM CONTENT DEVELOPMENT

In order to identify and confirm market demand for events and programming, the team will analyze the market demand based upon the criteria verified in the previous pre-opening phase with a clear understanding of the university’s vision and goals for the JPBCC. Market analysis will include the following:

- 1. Demographic Analysis** - The team will collect demographic and economic data for the Southside Virginia market according to different drive-time distances (e.g., 30 minutes, 45 minutes, and 1 hour) to the JPBCC. The market area review is intended to provide a detailed understanding of population size, market characteristics, and economic indicators, including patterns of growth and change to help identify a series of comparable markets. This analysis will focus on characteristics that are indicators of patronage at sports and entertainment events and rental opportunities.
- 2. Competitive Context Analysis** - Existing venues of similar scale will be identified within the market that could compete with the JPBCC to assess the competitive context for events and programming, and to collect relevant information on these facilities such as capacities, building characteristics, amenities, attendance history, pricing, etc.
- 3. Comparable Market Analysis** - For each comparable market identified, demographic, economic, and JPBCC data will be gathered and compared to the Southside Virginia market to help inform demand for similar events and programming.
- 4. Stakeholder & Partner Interviews** - The team will conduct interviews with university staff, sports leagues, local school districts and youth organiza-

tions, promoters, producers, content providers, and potential partners familiar with the Southside Virginia market to solicit interest and assess demand for hosting of events and programming in the JPBCC.

- 5. Event Calendar Projection** - We will collect and review available attendance data for Longwood Men's and Women's basketball. Based on an analysis of all information collected, B&D will develop an event calendar that will project the type and number of events expected to be held at the JPBCC, including an estimate of attendance and rental rates (for non-university events) for each event type.

#### 4.A.A.2. - PERFORMER BOOKING PHILOSOPHY

The opening of the JPBCC will create a new asset that will be attractive for artists/live entertainment acts as well as contribute to the local economy through tourism. It will be important for the university. CENTERS will develop a programming strategy and vision that will inform the booking philosophy and operating plan.

CENTERS will work with Longwood during the pre-opening phase/strategic visioning work sessions to create a balanced approach to booking events and performers that prioritizes athletics and other university groups. This approach will be dependent on many factors including: university scheduling priorities, revenue requirements, market demand, pricing philosophy, advanced planning, flexibility, and the type of live entertainment event structure (rental, co-promotion, vs in-house production). In addition, the vision will need to create a framework for program content. Additional details about booking approach is provided in section 4.B in the event promotion and venue scheduling sections.

#### 4.A.A.3. - OPERATIONAL PLAN

CENTERS will develop a business plan based on market analysis that includes the JPBCC vision, operating paradigm, financials, risk management, programming goals, staffing plan, and operating pro forma (budget). The business plan and budget will be created during the pre-opening phase (and presented to the university administration annually prior to each fiscal year). This is done to ensure

maximum use of resources and determine priorities for the upcoming year. All decisions are made with the university's strategic plan as a driver, along with CENTERS principles.

#### 4.A.A.4. - BUDGET DEVELOPMENT

An annual operating pro forma (budget) will be developed as part of the Business Plan during the pre-opening phase that includes all revenues projections, expenses, as well as a plan for reserves and replacements (capital renewal). The budget will be updated annually and presented to the university administration prior to each fiscal year. The budget is intended to be used as a planning tool through which the university and CENTERS can develop a mutual understanding of the resources required to operate and achieve certain financial and non-financial benchmarks. CENTERS will report as to the status of the budget and predetermined goals on a quarterly basis and is responsible for managing and monitoring the operating budget approved by the university.

#### 4.A.A.5. - PRICING STRATEGY

Based on the aforementioned market analysis and competitive context of comparable venues and facilities in the local and regional market, CENTERS will develop pricing strategy scenarios that will be evaluated based on the goals and objectives of the JPBCC and the operating budget.

#### 4.A.A.6. - PRE-MANAGEMENT AGREEMENT

In addition to the above pre-opening services requested by Longwood for the JPBCC proposal response, CENTERS typically enters into a pre-management agreement approximately 6–9 months in advance of opening a new building for the following:

- » Staff and student employee training support
- » FF&E procurement support
- » Marketing and sponsorship support
- » Booking external events
- » General management support – operational innovations and refinements
- » Systems integration (IT network, software/hardware, etc.)

## 4.A.B. - JPBCC MANAGEMENT

### 4.A.B.1. - ON-SITE MANAGEMENT TEAM

**Contractor provides an on-site management team to lead the comprehensive day-to-day management of the JPBCC to include; facility operations, event management & operations, game day operations, ticket sales, event promotions/marketing and other management services.**

CENTERS desires to enter into a multi-year agreement to manage the JPBCC. The scope of management services described in Option A (on-site management team) is our preferred choice and aligns with partnerships with our other higher education clients. Our pre-opening scope of work, proposed with our parent company, B&D, would enable CENTERS to amend the following management approach if needed as described in the following sections:

**Facility Operations** – CENTERS management experience includes all facets of facility operations, including the following components:

- » Custodial operations and facility management
- » Preventative maintenance of sports and facility equipment
- » Capital projects and lifecycle replacement
- » Day to day facility operations, scheduling, hours, and policy and procedure development
- » Rentals and reservations, including set-up and event logistics
- » Development of all emergency procedures and annual risk management plan
- » FF&E procurement
- » Aquatic and building system maintenance and operational support
- » Retail operations
- » Third-party contracts/leases.

**Personnel & Staffing** – CENTERS will manage the new JPBCC and all related programs and events with a blend of on-site staff and team members throughout the CENTERS enterprise. CENTERS will lead all recruitment efforts as well as hiring, onboarding, and training. There will be a substantial amount of part-time event staff.

There will be a tremendous amount of opportunity for student employment. At the core of our purpose, we believe in transforming campus culture through student engagement. CENTERS' staff think of themselves as educators first and believe that every student experience provides a learning opportunity for growth. A key identifier that distinguishes CENTERS from its competition is the incorporation of our student development model through part-time employment which provides students with progressive responsibility. This is done through training, a promotion process, and providing a leadership team dynamic that allows us to provide a space for students to enhance and practice their leadership skills in a safe environment. Additional training and professional development opportunities (e.g., public speaking, the importance of teamwork, resume and cover letters, time management, conflict resolution, and policy implementation) are provided throughout the year for student employees, as well as scholarships for conference attendance. Students are also involved in recruiting, interviewing candidates (student and full-time), peer training, and mentoring. Student employees participate in performance appraisals on a semester basis as a way for us to check-in and determine if additional training is needed and assess learning outcomes.

**Equipment** – All equipment in the facility will be inventoried and managed by CENTERS, including repair and maintenance planning.

**Event Management** – CENTERS values the partnerships that will be created with promoters to fill the external events at the JPBCC; however, ensuring that patrons and the artists/entertainers have a positive experience will bring events back to the facility. Customer service is one of our top priorities not only when landing the event but during it. Additional event responsibilities:

- » Scheduling
- » Promoter/renter coordination
- » Event set-up and tear-down
- » Box office and ticketing management
- » Pricing – recommend rates and prices
- » Marketing and sponsorship
- » Satisfaction surveys

**Operating Expense Management** – Manage banking relationships and pay expenses when due from operating expense account.

**Risk Management** - At the heart of our facility operations and management experience is our staff training procedures. CENTERS requires American Red Cross CPR/AED/First Aid for the Professional Rescuer certification for key staff members (supervisors and security). In addition, there is typically dedicated first aid staff on site for events. This ensures staff are able to safely and effectively handle any emergency scenarios that may present themselves. CENTERS staff also regularly participate in semesterly Risk Management Training and Emergency Action Plan Drills. Each staff member participates in a new hire orientation, job specific training, shadow shifts and explanation of the Student Employee Handbook.

**Sustainability** – Energy and broader sustainability are critical components of successful venue operations. CENTERS focus on energy and sustainability can advise Longwood on operational topics including indoor air-quality, waste reduction, renewable energy, energy efficiency, green procurement and more, to help elevate the facility from good to great and meet the expectations of the broader campus community including priorities of today's students.

**Sanitation and COVID-19** – After the COVID-19 shutdown we were able to work together as a firm to establish appropriate adjustments to re-open as safely as possible with enhanced cleaning and distancing protocols and other requirements by our respective campuses and guided by recommendations from state and local health department.

**Administrative Services** – CENTERS administrative services leverages our clients through its Human Resources (HR) and Accounting Departments. The HR team leads recruitment, interviewing, on-boarding, and training for all new full-time and part-time employees. Our team develops personnel policies, job descriptions, and are active members of the Society for Human Resources Management (SHRM), which provides a wealth of HR information including white papers, HR templates, legal updates, and enables our HR staff to stay abreast of current practices and regulations. The HR department produces an employ-

ee handbook as well as a manager's procedural manual. CENTERS' site staff rely heavily on the HR team to provide guidance on HR policies and employee relations matters.

The CENTERS accounting team processes payroll and oversees state and federal compliance, procurement of resources through centralized accounting software (Microsoft Dynamics GP), revenue management through recreation management software (Daxko RecAutomation), and payroll integration with HR and accounting software (ADP). Daxko allows the remote access and import/export functionality to facilitate upload of member records (particularly useful for student membership records) as well as download capabilities to incorporate financial data seamlessly into the centralized accounting package, or other software. ADP is used to support the payroll function, including incorporating commissions, pay raises, department changes, payroll reporting, and tax compliance. CENTERS software and protocols are flexible and adaptable to university processes and procedures.

**Reporting** – CENTERS will lead accounting and bookkeeping for the JPBC, including monthly and year end statement, reconciliations, work with reputable firm for audit, and manage event settlement statements. Monthly and annual reports will be provided to the university; as well as an annual budget for the following year.

**Legal / Liability** – CENTERS uses a risk transfer insurance approach to managing our clients' assets and will provide Longwood University several layers of protection. We provide these layers of protections through certificates of insurance (COI), additional insured status, and indemnification clauses in contracts and leases. Our risk transfer model will have the following order as primary levels related to claims:

1. First Level will be any entity renting facilities required to indemnify CENTERS and Longwood University and meet minimum COI requirements.
2. Second Level will be CENTERS as we will indemnify Longwood University in our management agreement.
3. Third Level will be Longwood University according to the location of the claim.



In essence, Longwood University will act as Lessor Risk to the various entities using the JPBC, and CENTERS will manage that risk and secure the COI/Rental Agreement from each of those entities. This risk transfer model significantly reduces risk for Longwood University.

**Management of Third-party Contracts** – CENTERS uses a cost effective / value-add approach in determining when to execute third-party agreements (e.g., service, license or lease. As such, we have entered into various types of third-party agreements across all of our sites including: custodial, building and equipment maintenance, tree and landscaping service, laundry, massage, food service, summer camp, physical therapy, and retail. Additionally, we have entered into many memoranda of understanding with local businesses, high schools and hospitals to barter services, co-sponsor events, collaborate, and to lease space long-term. For the purpose of this proposal CENTERS assumes management of a third-party contractor for the following services:

- » Food and beverage
- » Event security

**University Collaboration** – CENTERS has spent the last 23 years infusing entrepreneurial thought and discipline into the operation of campus centers and programs. Your mission is our bottom line. It sounds cliché but it is the basis for how we manage facilities. Our primary objective is two-fold: (1) Maximize the use of the facility and (2) manage the financial operation efficiently and well. To ensure that our service delivery is designed to your specifications, and that we continue to perform throughout the term of our contract, numerous targets are established jointly within our contract. Financial and non-financial targets are updated on an annual basis and outlined in the following deliverables which frame the partnership:

- » Business plan
- » Marketing plan
- » Staff plan
- » Financial / cash management plan
- » Operating and performance audits
- » FF&E / inventory replacement plan
- » Risk management plan
- » Budget plan.

One of the first action items CENTERS would lead is the development of a business plan for the JPBC. At each of our sites our on-site team members participate on various university committees such as Campus-wide Events, Parking, Sexual Violence Prevention, and Communications Council, and the entire department works closely with academic and student services to assist with recruitment and retention initiatives.

**Custodial and maintenance** – As a venue operator CENTERS not only prioritizes the cleanliness of facilities, but also prioritizes the life expectancy of the building and systems while balancing operational efficiencies. Option A assumes Longwood University Operations and Services will be responsible for custodial, maintenance, landscape, and grounds management. CENTERS will collaborate with Operations and Services to preserve new state-of-the-art facility and will partner with the university to develop a reserve and replacement approach for the facility and equipment.

**Parking** – CENTERS will collaborate with Parking Services on approach to parking on an event by event basis

**Campus Security** – CENTERS will collaborate with the Longwood University Police Department on our approach to security and adjust on an event by event basis.

#### 4.A.B.2. – EVENT STAFFING

**Contractor provides event based staff to work with the Longwood University JPBC management team for event and game day services for internal, external and athletic events when requested by Longwood University. Staff positions should include; in-arena security, outdoor parking/security, ticket and box office personnel, basketball game scorer's table personnel, scoreboard operators, etc.**

Not applicable. (This management model does not align with CENTERS services and would not enable CENTERS the ability to provide the highest service level to the university to support the intended outcomes.)

#### 4.A.B.3. - CONTRACTOR WILL PROVIDE BOOKING SERVICES ONLY. NO EVENT OR MANAGEMENT SERVICE

Not applicable. [This management model does not align with CENTERS services and would not enable CENTERS the ability to provide the highest service level to the university to support the intended outcomes.]

#### ALTERNATIVE MODEL

**Alternate Management Model #4: Contractor provides an on-site management team to lead the comprehensive day- to-day management of the JPBC to include; facility operations, event management & operations, game day operations, ticket sales, event promotions/marketing, and other management services, including custodial and maintenance (via C&W Services).** The state-of-the-art JPBC will transform campus and become the premiere event venue in the region. However, as is the case with any new asset taking care of the facility on a daily basis and planning capital renewal requires high standards and an experienced team. B&D has an alliance with C&W Services who for over 70 years has been the leading facility provider of integrated operational services and customized outsourcing solutions throughout North America. C&W Services currently provides a range of facility services including: janitorial, maintenance, landscaping, and grounds on over 50 college campuses.



Adding C&W to the CENTERS management team would provide value-added services that would ensure the JPBC is maintained at the highest level. The following are a few highlights to C&W's approach for the JPBC:

- » C&W Services janitorial program consists of the greenclean program, level up disinfection cleaning, porter services, recycling and waste management, and specialty cleaning. C&W Services' Level Up cleaning program creates safety-first environments through stringent processes, innovative

technologies, and effective products. In both visible, high-traffic areas and behind-the-scenes, they help clients build confidence among those returning to sites by incorporating COVID-19 disinfection best practices and are keeping pace in real-time with new governmental directives for Personal Protective Equipment (PPE), cleaning products and distancing protocols to ensure the safety of employees and clients' occupants.

- » C&W fully supports the APPA cleaning standards for campus arena cleaning. Based upon their experience servicing college campuses, they will meet the APPA levels desired for each area of the new facility.
- » C&W Services Maintenance Program consists of asset management, preventative maintenance, and provide subcontract management support for complex maintenance activities. They will develop a unique and customized maintenance, custodial and customer-centric service plan to meet and exceed Longwood University's scope specifications and defined frequency of services.

#### 4.A.C. - ANNUAL PROGRAM CONTENT DEVELOPMENT

##### 4.A.C.1. - GRAND OPENING EVENT PLANNING

CENTERS will play a critical role in the grand opening event and has experience with ribbon cutting and grand opening events at all of our sites.

##### 4.A.C.2. - PRIORITY SCHEDULING

**The university will have first priority for scheduling during basketball season and select university-wide events (convocation, orientation, etc.). The selected firm will work with the JPBC Executive Director to create an annual events calendar and schedule events that work within the university calendar and uphold the standards of the university.**

Managing competing priorities and balancing the demands of multiple departments is something that CENTERS is very familiar and experienced with. At Cleveland State, Mylan Park, MVCC and Marshall we regularly prioritize Athletic Competitions in CENTERS-managed facilities.



Our current sites manage the needs of athletic practices and games, campus recreation, external events and rentals, classes, hospital partnerships, third-party tenants, and more. To help with the scheduling process, we meet annually with all representative stakeholders to establish a priority order of space needs then meet quarterly to review and reconcile as needed. The order of prioritization comes from developing a strategic framework with our clients well in advance, so decision-making is mission-driven and structured around a set criterion. This framework is a chapter within an annual business plan that we develop immediately following an executed contract and is the road map for operating your facility.

#### 4.A.C.3. - EVENTS SCHEDULE

**The university would like to develop a schedule that includes 10 – 15 external events a year. These events should include local, regional and national concerts/shows, trade shows, local and regional sporting events.**

CENTERS will partner with the university to identify the number of event days available for external events and rentals and will take the lead on booking and managing the events. See venue scheduling section 4.B.3 for more details.

## 4.B. - Statement of Needs

**For Statement of Needs Section B, define the arrangement between owner and contractor for the services**

**listed below for each of the three JPBCC management options. Include any other management services that you believe should be highlighted/considered for each option.**

The following apply to management option A:

#### 4.B.1. - EVENT PROMOTION AND MARKETING

**Responsibilities for activities and expenses related to recruitment, booking, marketing and hosting events. Include recommendations for comprehensive marketing strategy.**

In regard to the actual promotion and marketing of the events that are booked in the JPBCC, this can be led by CENTERS or in collaboration with a promoter and typically includes, print, social media, digital, and radio and TV plan. The event booking typically covers the marketing of the venue to events and the relationships used to solicit those events.

Regardless, discipline thought and action spreading the word about events across all relevant channels is important. CENTERS will partner with the university, promoters, and renters to use all mediums to reach the respective target markets including blog posts, guest posts, landing pages, videos, podcasts, guest appearances, interviews, social media, paper ads, radio ads, magazine ads, outdoor marketing, email marketing, leafleting, and more. Additional recommendations include:

- » Partnering with University Relations, Marketing and Communications, the Alumni Association, Student

Program Board, etc.

- » Develop event-specific branding
- » Post pre-event behind-the-scenes posts
- » Develop membership levels with premium patron experiences and early bird sales, create VIP experiences, and pre- and post-event parties
- » Produce a creative landing page through a dynamic website
- » Collaborate with the Heartland Regional Visitor Center, including posting events on their website
- » Develop a media relations strategy, including press releases and press conferences, developing relationships with members of local and regional media outlets
- » Participate in community events, information fairs, and other outreach events to leverage relationships with local businesses and organizations to help with marketing efforts and cross-promote
- » Target group sales efforts with local youth organizations, businesses, etc.
- » Incorporate a CRM system and use data analytics to inform marketing strategy

#### 4.B.2. - EVENT SPONSORSHIP AND ADVERTISING

CENTERS will support advertising and sponsorship for all external events. Most programs will have a well-developed strategic vision for partnerships and sponsors and then building and maintaining meaningful community and relations through publications, social and print media opportunities, community organizing, advocacy, events, and personal contacts. Sponsorship and advertising will be secured on a seasonal, annual and event basis.

#### 4.B.3. - VENUE SCHEDULING

CENTERS will have sole responsibility for managing and maintaining the venue calendar and schedule. First, our team will collaborate with the university to establish priority dates in the schedule for all university events. Next, CENTERS will work with external events that align with the goals and drivers of the JPBC to fit them into available dates. If date conflicts arise, CENTERS will work with the university to see if their priority dates have flexibility to accommodate the external event. Some external events

schedule far in advance so a system would be developed to accommodate hosting outside events during the basketball season, while giving priority to the university teams.

External event booking will be dependent on the priority order of space needs developed in partnership with the university and its stakeholders/users. CENTERS will work with Longwood to develop a prioritized schedule and determine how many event dates are available for external groups. The CENTERS team will utilize a multi-faceted approach to scheduling external programming and events:

1. Leverage relationships with local, regional, and national promoters to book live entertainment programs that align with the university's goals and objectives. These may include concerts, musical theatre, family programming, and more.
2. Partner with school districts for commencement ceremonies, science fairs, etc.
3. Market facility rentals to external groups (e.g., sports tournaments, cheer dance competitions, etc.) and professional organizations (e.g., conferences, speakers, etc.)

#### 4.B.4. - TALENT RELATIONS

Talent relations is dependent on the type of event structure. In all structures CENTERS would be the main liaison with the event and facility and would lead all contract negotiations on behalf of the university.

1. **Venue Rental** –The venue is fully rented by the event owner or promoter. The event owner or promoter is contractually responsible for paying rent to the venue and all costs associated with the event. CENTERS would be the liaison with the event and ensure everything the event needs is provided. We would coordinate all production and logistical needs as well as needs for event day. The event owner or promoter would be responsible for the actual show needs and marketing/sponsorship. This structure has the least risk to university.
2. **Co-Promotion** – The venue and the event owner or promoter would co-present the event. The expenses and the revenues of the event would be shared. The venue owner would have to be willing to be at risk that costs could exceed revenue. CENTERS would act



as the liaison with the event and ensure everything the event needs is provided. We would coordinate all production and logistical needs as well as needs for event day. The agreement would dictate who is responsible for providing what equipment or logistics. All expenses would be tracked and shared with the event owner/promoter and settled after the event. This structure has some risk to the university.

- 3. In-House Promotion** – In this case the venue would purchase the event from the event owner or agent. The venue owner would be responsible for all costs associated with the event included the cost or guarantee to the event. The owner assumes all risk but would keep any net revenues after expenses. CEN-

TERS would act as purchasing agent on behalf of the university and would liaison with the event owner or agent to determine all needs for the event. CENTERS would prepare the JPBCC for the event and coordinate and manage all production and logistical needs. This structure has the most risk to the university.

#### 4.C. - Time frame for the start of the contract.

CENTERS anticipates beginning pre-opening services (e.g., market analysis etc.) in August 2022 with a pre-management agreement beginning January 1, 2023 and the management contract beginning July 1, 2023.



5

## PROPOSED PRICE

# PRICING SCHEDULE

## 5.1. - Initial pre-opening fees and/or annual financial fees

### PRE-OPENING FEE

It has become abundantly clear to CENTERS in performing similar services for other institutions that every process is unique and, thus, requires flexibility. There is a clear rationale to our fees with fairness serving as the organizing principle—we want to give Longwood the fairest possible fee without putting our business at risk. The University should feel that you have received a great value and CENTERS team should have appropriate resources to deliver our best effort through an efficient process. When we set a fixed fee, we:

- » Project the cost of completing the effort in terms of team members' hours to the best of our ability; and,
- » Consider the extent to which there is uncertainty around the key assumptions or whether we lack the ability to control key circumstances.

In accordance with this philosophy, CENTERS proposes the establishment of a fixed-fee contract amount totaling \$125,000 in professional fees to complete the pre-opening work plan outlined. Pre-opening fees are negotiable dependent on information and work already completed by the university.

### ANNUAL FINANCIAL FEES

CENTERS compensation model for our annual management fee is based on several factors:

- » Size and type of facility;
- » Depth and breadth of programming;
- » Operating risk;
- » Staff size and complexity;
- » Revenue generation requirements;
- » Corporate oversight and resources;
- » Indoor facility management;
- » Outdoor field management;
- » Term and length of the contract;
- » and number of facilities managed on campus.

CENTERS' total fee for the JPBCC is \$429,000 for year one (including all on-site full-time staff at the JPBCC). The CENTERS total fee includes:

- » CENTERS management fee of \$158,000, and
- » CENTERS on-site personnel costs of \$271,000 (full-time staffing compensation and benefits)

The management fee will increase by 3% from the previous annual fee on the anniversary date.

All operational expenses (other than the on-site full-time staff) are to be managed on a cost-recovery basis. For example, operating expenses such as utilities, part-time event staff, custodial, etc. are passed through to Longwood University.

## 5.2. - Profit splits and/or per event fees.

CENTERS does not encourage revenue sharing because we never want our interests or brand competing with your strategic vision and intended outcomes for the JPBCC. Our performance is based on more comprehensive metrics beyond the bottom line. We strive to maximize revenue and operational efficiencies as part of our commitment to the university's objectives. By attempting to manage down operating costs, we consider additional programs and services that enhance the customer experience, not increase our personal revenue margin. Therefore, CENTERS is not proposing any profit splits or per event fees. Longwood will retain all net profit from programs, rentals, and events.

# 6

## SMALL BUSINESS SUBCONTRACTING PLAN



## ATTACHMENT B – SMALL BUSINESS SUBCONTRACTING PLAN

**Definitions**

**Small Business:** “Small Business” means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DMBE-certified women- and minority-owned businesses when they have received DMBE small business certification.

**Women-Owned Business:** Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

**Minority-Owned Business:** Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

**All small businesses must be certified by the Commonwealth of Virginia, Department of Small Business and Supplier Diversity (DSBSD) by the due date of the solicitation to participate in the SWaM program. Certification applications are available through DSBSD online at [www.dmbv.virginia.gov](http://www.dmbv.virginia.gov) (Customer Service).**

**Offeror’s Name:** CENTERS, LLC

**Preparer Name:** Kim Martin **Date:** June 13, 2022

**Instructions**

- A. If you are certified by the Department of Small Business and Supplier Diversity (DSBSD) as a small business, complete only Section A of this form. This shall not exclude DMBE-certified women-owned and minority-owned businesses when they have received DSBSD small business certification.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the bidder to receive credit for the small business subcontracting plan evaluation criteria, the bidder shall identify the portions of the contract that will be subcontracted to DSBSD-certified small business in this section. Points will be assigned based on each bidder’s proposed subcontracting expenditures with DSBSD certified small businesses for the initial contract period as indicated in Section B in relation to the bidder’s total price.











# EXHIBITS

## A - CENTERS CASE STUDIES



A large, white, serif capital letter 'A' is centered on a solid red rectangular background. The background has rounded corners and occupies the upper two-thirds of the page.

# EXHIBIT A: CENTERS CASE STUDIES

A **CENTERS** CASE STUDY**CLEVELAND STATE UNIVERSITY**

**Recreation Center**  
CLEVELAND, OHIO



**“The award-winning Recreation Center at Cleveland State University is beautiful and functional. The management of the facility, its programs, and its services are provided in an expert manner by CENTERS’ professional staff in concert with a superlative student employee program.”**

**- John J. Boyle III, Former Vice President for Business Affairs & Finance  
Cleveland State University**

**\$29.8M**  
Project Cost

**110,000 SF**  
Building Size/Program

Cleveland State University retained CENTERS in 2004 to develop a business plan for its recreation center and to make Furniture, Fixture, & Equipment recommendations. In addition, the CENTERS team produced a booklet detailing a strategy for FF&E procurement specifying equipment, recommending manufacturers, and stating the price the university should pay for each piece of equipment. The 3-floor recreation center opened in August 2006 under the expertise of the CENTERS’ facility start-up team.

As the management company, CENTERS successfully transitioned the existing department into a team that is dedicated to providing exceptional health, wellness and leisure programs and services to the CSU community and Cleveland area.

Amenities include 50m Olympic-sized pool and 25yd. instructional pool; two full-length basketball courts; four racquetball and squash courts; a multipurpose gymnasium for basketball, volleyball, indoor soccer, badminton, floor and roller hockey; more than 140 pieces of weight and cardio equipment; functional fitness space with 70ft. 3-lane turf; indoor track; six multiuse fitness studios including a dedicated cycling studio; massage and personal training services; outdoor Green Roof patio; inclusive locker rooms and facilities; Pro Shop; and lounge areas with table tennis, pool tables and gaming systems.

In 2022, and after 16-years of successful partnership, Cleveland State University expanded CENTERS’ campus portfolio

with the operational management of the Student Center. The \$44 million, 120,000 square foot facility located in the heart of campus encompasses six dining locations; university bookstore; print and mobile services; computer lab; multiple student lounges; parking garage and the offices of campus support services; conference & event services; and student engagement, diversity, equity & inclusion. CENTERS will manage the day-to-day responsibilities of the facility which include building liaison to campus constituents; janitorial; custodial; sanitation; general and preventative maintenance; furniture, fixtures and equipment; capital improvements; work orders; service requests; audio/visual equipment and technology; and collaborative university programming.

**CENTERS**

[CENTERSUSA.COM](https://CENTERSUSA.COM)



## IT TAKES A TEAM

CSU Campus Recreation Services now employs more than 200 part-time student staff, making it the largest student employer on campus.

**Program Manager**  
Brailsford & Dunlavy  
**Operations**  
CENTERS, LLC  
**Design Architect**  
Sasaki Associates  
WMF  
**Contractor**  
Gilbane

## SUCCESS STORIES



CENTERS, LLC saves Cleveland State University in excess of **\$200,000 annually** on human resources, hardware, software, programming, services and equipment through the use of preferred partner and vendor pricing contracts.



Over the last 5 years, Campus Recreation Services staff have increased Sport Club participation from **13 teams to 23 teams** encompassing **440+ student athletes**, augmenting athletic offerings on campus and creating a highly effective recruitment and retention tool for the university.



Through creative and beneficial program offerings, powerful marketing, and exceptional customer relations, the Campus Recreation Services department operated by CENTERS staff generates more than **\$750,000-1,000,000 in annual revenue**, making it one of the highest revenue-generating service departments on campus.



The comprehensive EAPs and expertise of Campus Recreation Services staff as it relates to risk management is widely regarded as the gold standard across campus, as many departments and operations have worked with on-site staff to mimic established best practices and provide recommendations for improvements.



CSU Campus Recreation Services was one of the first universities to offer Pink Gloves Boxing, a female-focused boxing program centered around positivity and empowerment. The program has flourished since first launching in 2015, recruiting more than **650 participants** and earning in excess of **\$70,000 to date**. CSU Campus Recreation Services is also the first institution ever able to offer all 7 Tiers of the program.

## FACILITY FEATURES

**2 Basketball Courts**

**Multipurpose Gymnasium**

**6 Fitness Studios**

**50 m. Competition Pool**

**25 yd. Instructional Pool**

**3-Lane, 70 ft. Functional Turf Space**

**4 Racquetball/Squash Courts**

**Massage Therapy Studio**

**Outdoor Green Roof Patio**

**40,000+ SF Fitness Floor spanning over 2 floors featuring:**

*60+ Cardio Machines*

*75+ Weight Machines*

*2-Lane Indoor Track*

**Pro Shop**

**CSU | REC**  
Be active. Be well.

[CSUOHIO.EDU/RECREATIONCENTER](https://csuohio.edu/recreationcenter)

A **CENTERS** CASE STUDY**DEPAUL  
UNIVERSITY****RAY MEYER FITNESS  
& RECREATION  
CENTER**

CHICAGO, ILLINOIS



“Choosing CENTERS to operate and manage DePaul’s campus recreation & fitness programs was one of the best and most important decisions ever made by the university. Over the years, countless students have benefited greatly from the knowledge, expertise, care and superior customer service skills that the staff and management brought to bear. It is all of this and so much more that has kept them here as an exceptional partner for 20 years.”

- **Bob Janis**, Vice President of Facility Operations at DePaul University

DePaul University is CENTERS’ first site. After doing considerable planning work at DePaul to assess campus recreation needs, CENTERS was selected as the management company; providing consistently high quality service has kept CENTERS on campus for over 20 years. Much of the success was due to the CENTERS staff members’ ability to quickly integrate and support DePaul’s campus culture.

The facility and the comprehensive program offerings had a transformational impact on the Lincoln Park campus. The Ray Meyer Fitness and Recreation Center opened in September 1999 and the facility was recognized for its excellence -- receiving a Facility of Merit award from Athletic Business magazine and the Outstanding Sports Facility Award from NIRSA. The campus benefited from the department’s strong student development model, the diversity of participation opportunities, and increased student engagement. And the membership program for alumni and community residents helped strengthen the university’s ties with the neighborhood while generating substantial revenue support for operating the facility.

**Program Manager**  
Brailsford & Dunlavey

**Operations**  
CENTERS, LLC

**Design Architect**  
Antunovich Associates

**Contractor**  
W.E. O’NEIL

**\$14.3M**  
Project Cost

**123,000 SF**  
Building Size/Program

**CENTERS**

CENTERSUSA.COM





The department is well-regarded on campus for its student development model, its high-quality customer service, its positive contributions on campus, and its contributions to DePaul's mission. The programming model and policies were created specifically for DePaul's needs, and staff are proactive in modifying offerings to continue to meet the evolving needs of the campus community.

## SUCCESS STORIES



CENTERS and DePaul celebrated their 20 year anniversary of working together in 2018.



All of the CENTERS staff are fully invested in creating a collaborative campus community at DePaul; staff serve as faculty in the College of Education, as staff professionals on Chicago Quarter teaching teams, as guest lecturers, as committee members, as research partners, and as partners and collaborators.



There are over 2,000 alumni and community members of The Ray; offering these membership opportunities has increased the size of the DePaul community, strengthened partnerships, built affinity, and reinforced the DePaul mantra of "Chicago is our Classroom."



CENTERS staff has continually repurposed spaces and evolved programming to best serve the needs of the students, faculty and staff. The men's locker was expanded, an additional studio was created, the track infields were turned into functional fitness spaces, and a multi-purpose room was enlarged. Since opening, the program portfolio has increased to include Outdoor Adventures, Wellness Programs, and Team Challenge.

## FACILITY FEATURES

**6 Lane Indoor Pool**

**4-Court Gymnasium**

**4-Lane Suspended Indoor Jogging Track**

**3 Racquetball Courts**

**5 Group Fitness Studios**

**Wellness Suite**

**2 Multipurpose Rooms**

**Three Locker Rooms  
(Men's, Women's, Unisex/  
Assisted Change)**

**13,000+ SF of Strength &  
Conditioning Space, featuring:**

*100+ cardio machines*

*40+ selectorized machines*

*40+ free weight stations*

*Two functional fitness zones*

**Juice Bar**

**Pro Shop**



**DEPAUL UNIVERSITY.**  
CAMPUS RECREATION

[CAMPUSREC.DEPAUL.EDU](http://CAMPUSREC.DEPAUL.EDU)

A **CENTERS** CASE STUDY**HARPER  
COLLEGE**

**Foglia Foundation  
Health and  
Recreation Center**  
PALATINE, ILLINOIS



“What we have created together is something we never could have done by ourselves. We’re showing our community what the future of public institutions looks like, not only in this district and state, but across the country.”

- **Dr. Kenneth Ender**, President, Harper College

In January 2016, CENTERS was selected to manage the Health and Recreation Center (HRC) upon the completion of a renovation and addition of the current Harper athletic and recreation building. During the construction phase, CENTERS served as the owner’s representative with additional responsibilities that included developing the business plan and coordinating FF&E procurement. Additionally, Harper College entered into agreements with Palatine Park District (PPD) and Northwest Community Healthcare, both of which are users of the HRC to conduct their business on Harper’s campus. The soft opening was on August 20, 2018 at the start of the fall semester with the dedication ceremony on September 10, 2018. Thanks to this unique partnership, Harper College has transformed what was once called “the loneliest building on campus” to an inviting and engaging hub for wellness, recreation, health education and athletics. The center is also home to Harper Hawks Athletics, Kinesiology and Health Education.

CENTERS is operating the HRC under a mission-driven approach that focuses on the student experience while generating revenues through the marketing of limited memberships and a diverse menu of programs and services. This approach allows for differential membership structures and facility rental pricing for students, employees, alumni, affiliates, and guests.

**Operations**  
CENTERS, LLC

**Design Architect**  
Cannon Design

**Contractor**  
Mortenson

**\$40M**  
Project Cost

**135,000 SF**  
Building Size/Program

**CENTERS**

[CENTERSUSA.COM](http://CENTERSUSA.COM)

## FACILITY LAYOUT



## FACILITY FEATURES

3-Court Gymnasium & Hawks Athletics home court

4 Fitness Studios

6-lane pool with deep end

Modern locker rooms

1/8 mile Suspended indoor track

Harper Hawks Athletics headquarters

10,000 SF fitness floor featuring:

30+ cardio machines with personal viewing screens

Rowing machines

Life Fitness Synrgy360 multipurpose training hub

18+ Matrix Ultra Series strength training equipment

Seven Hammer Strength Olympic weight lifting platforms

Free weights

Fitness assessment room

## PARTNERS

PALATINE PARK DISTRICT

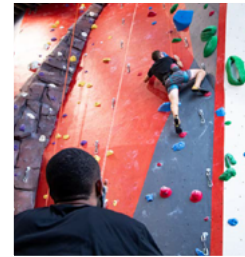
NORTHWEST COMMUNITY HEALTHCARE OUTPATIENT CARE CENTER

Health and Recreation Center

[HARPERCOLLEGE.EDU/CAMPUSREC](https://harpercollege.edu/campusrec)

A **CENTERS** CASE STUDY**JACKSONVILLE  
STATE UNIVERSITY****Recreation and  
Fitness Center**

JACKSONVILLE, AL



"The University Recreation and Fitness Center has been a game changer for Jacksonville State University since it opened in 2019. Our students, faculty, staff and alumni have a state-of-the-art facility to experience wellness activities that help with their daily needs. The Adventure Recreation Center, along with the Climbing Wall give our campus an opportunity to experience the great outdoors that we have located in northeast Alabama. This facility is eye catching to our visitors and enhances the quality of life for our campus community. Whether you want to find a quiet place to study, enjoy a fitness class, take some lap in the indoor pool or relax with your friend in our outdoor pool area, UREC has everything you need. This addition to campus has been a huge success and look forward to seeing the program grow."

- **Terry Casey**, Vice President for Student Affairs, Jacksonville State University

In January, 2017 the JSU Board of Trustees approved a plan to build a 101,000 SF fitness and wellness center through a public private partnership with the JSU Foundation. As part of that approval, the entire project team was approved including CENTERS as the operator for the new building and all associated programs and services.

Furthermore, in response to a University initiative to enhance the quality of campus life, in July 2017, JSU also retained CENTERS, LLC to take over the management of the university's existing indoor and outdoor recreational facilities and all associated programming and services. CENTERS operating imperatives during the important pre-opening period included changing the campus culture around engaging in fitness activities, intramurals and sport clubs, implementing a culture of performance among the professional staff, modernize all programs processes and policies, procurement of all new equipment for the new building, create a new student development model for student employees, expand the staff in preparation for the new building and continue to participate in supporting the Foundation's decision making with respect to the design and construction of the new facility. The new fitness and recreation facility has become the new home base for CENTERS operations and supports a range of wellness and fitness programs and services.

**Planning**  
Brailsford & Dunlavey, Inc.

**Operations**  
CENTERS, LLC

**Design Architect**  
Moody Nolan

**Contractor**  
Turner Construction

**\$45M**  
Project Cost

**101,000 SF**  
Building Size/Program

**CENTERS**

CENTERSUSA.COM





## IT TAKES A TEAM

JSU University Recreation employees over 120 part-time student staff.

## SUCCESS STORIES



The building opened January 2019 and enrollment increased the next **Fall Semester by 6%**. Fall 2019 first time freshman enrollment is the highest to date. Enrollment continues to increase despite COVID.



Expanded on-campus event space. Since opening, the recreation center has hosted the JSU Gala, presidential inauguration dinner and reception, banquets, university wide trainings, and student government events.



Expanded weekly fitness class offerings to about **50 classes per week**. We offer class formats not found elsewhere in the surrounding community.



Added a brand new full adventure recreation program and climbing wall to campus. We expanded programs, climbing opportunities, gear rentals, adventure trips and gamecock cycles.



JSU is the **first project in Alabama** to utilize the Construction Manager at Risk project delivery method. This is the **second collegiate student recreation facility** in the country ever built under a public-private partnership (P3) structure.

## FACILITY FEATURES

3-Court Gymnasium

3 Group Exercise Studios

2 Racquetball Courts

10,000 SF of Weight and Fitness

Over 40 foot Indoor Climbing Wall and Bouldering Wall

Multipurpose Gymnasium

Elevated Jogging Track

Indoor Lap Pool and Outdoor Leisure Pool

Wet Classroom

Wellness Center

Outdoor Adventure Center

Game Lounge

Social areas with seating

Study areas with charging stations

Juice Bar

Pro Shop

## PARTNER

Jacksonville State University Foundation



[JSU.EDU/RECSPORTS](https://jsu.edu/recsports)

# A CENTERS CASE STUDY

## MARSHALL UNIVERSITY

### Recreation Center & Fitch Natatorium

HUNTINGTON, WV



“Over the past decade, I’ve observed the Marshall Recreation Center grow into a pivotal hub for student engagement on our campus. I attribute this success to the welcoming, supportive nature of the Rec Center staff and their consistent student-centered approach. As a student affairs practitioner, I continue to be impressed with the innovative programming offered to our students at the Rec. I’m specifically thankful for the partnership we (Student Affairs) have developed with the Rec Center team to enhance the club sports experience for our students.”

*-Matthew J. James, Assistant Dean of Students for Involvement*

The Marshall Recreation Center opened in February of 2009 to rave reviews by both students and faculty. Located at the corner of campus in Huntington, WV, there is something for everyone at the Marshall Recreation Center whether it be group fitness classes, swim lessons, personal training, intramurals, youth camps, safety certifications or any of the many more programs that are offered. Marshall Campus Recreation is dedicated to promoting a healthy lifestyle to the Marshall and Huntington communities.

As the largest student employer on campus, Campus Recreation employs fitness instructors, personal trainers, facility supervisors, recreation attendants, lifeguards, welcome desk attendants, intramural sports officials, and adventure recreation attendants. Every effort is made by the staff to help employees grow in their jobs and achieve success by gaining employment after graduation.

As the manager, CENTERS fully maintains and operates the facility as a separate enterprise from the university. All procurement and expenses are managed through CENTERS corporate staff and all building maintenance, repairs and custodial services are directed by the staff on site. CENTERS also delivers comprehensive programs and services.

In addition to the Recreation Center, CENTERS currently manages a second asset on the campus of Marshall University – the Fitch Natatorium. Located about .25 mile from the Rec, CENTERS maintains and operates the pool, including special events such as rentals and swim meets. In addition, CENTERS is responsible for all programming in the space, which includes Scuba, swim lessons and adult swim leagues.

**Developer/Lead Entity**  
Capstone Development Corp.

**Program Managers**  
Brailsford & Dunlavy

**Operations**  
CENTERS, LLC

**Design Architect**  
Hasting and Chivetta

**Contractor**  
Mascaro Construction

**Underwriter**  
Regions Financial

**\$30.1M**

**Project Cost**

**123,000 SF**

**Building Size/Program**

**CENTERS**

**CENTERSUSA.COM**



## FINANCING

Part of a larger issue of just over \$81 million tax-exempt, non-recourse revenue bonds, with subordinate cash flow development bonds to Capstone. Ownership by a non-profit foundation, under a long-term ground lease.

## SUCCESS STORIES



CENTERS worked closely with Marshall stakeholders to coordinate a non-recourse financing structure for 100% of the Recreation Center's project costs, utilizing a not-for-profit owner under a long-term ground lease with the University. The result was a financially self-sufficient project, preserving the University's debt capacity and minimizing credit rating impact to same.



CENTERS successfully transitioned an existing staff and quickly contributed to transforming a campus culture in a city historically dubbed one of the "unhealthiest cities in America" to a more active, health-focused community.



Multi-asset management on campus has led to many synergies and economies of scale. The existing CENTERS team has absorbed oversight of the Natatorium using a shared staffing model. There are 35 lifeguards and 5 aquatic supervisors that work at both the Fitch Natatorium and the Rec Center. All part-time staff report to an Assistant Director of Aquatics, who manages the day to day of both pools. CENTERS has also been able to increase risk management oversight in the Fitch Natatorium due to staff presence during all meets and practices.

Proud Partner with Provident Resources Group



## FACILITY FEATURES

Leisure Pool with 3 Lap Lanes

20-Person Spa

Pool Vortex

3-Lane Indoor Jogging Track

4 Basketball/Volleyball Courts

3 Badminton Courts

30-foot Climbing and Bouldering Wall

3 Racquetball/Wallyball Courts

3 Fitness Studios

F45 Studio

Free-weight and Selectorized Strength Equipment

Treadmills, PowerMills, Jacob's Ladders and Ellipticals

Multi-purpose Outdoor Turf Field

Male and Female Locker Rooms

Family/All Gender Changing Rooms

Marshall Orthopaedics Services

Hot Yoga Studio

Pro Shop

## FITCH NATATORIUM

800-seat swimming area

8 25-yard lanes

13-foot -deep diving well

Two 1M diving boards & Two 3M diving boards

Men's and Women's Locker Rooms

[MARSHALL.EDU/CAMPUSREC](https://MARSHALL.EDU/CAMPUSREC)

A **CENTERS** CASE STUDY**MORaine VALLEY  
COMMUNITY  
COLLEGE****The Health, Fitness &  
Recreation Center**

PALOS HILLS, ILLINOIS



“Moraine Valley has been a proud partner with CENTERS since opening our Health, Fitness & Recreation Center in 2014. The entire CENTERS team has done an outstanding job responding to the needs of our college, its members, and the community. The team also has proven invaluable in creating and maintaining a holistic learning environment, which we strive for at Moraine Valley.”

- **Dr. Sylvia M. Jenkins**, President, Moraine Valley Community College

The 113,000 square foot building supports the college’s athletic program, physical education department, and campus recreation department. To keep the center’s student and employee user fees as reasonable as possible, MVCC opted to supplement student activity fee revenue with a robust community membership program that would support a significant portion of the building’s debt. While the original intent of the membership program was primarily financial, CENTERS inspired MVCC to see the mission based linkages between maintaining the membership program and the college’s need to have an active, expansive and beneficial role in the fabric of the community. Thus making “community” an active concept in the MVCC name.

MVCC retained CENTERS, LLC to manage the entire facility and develop a new Department of Campus Recreation. In 2013, shortly after ground breaking, and under CENTERS leadership, a blend of existing college staff and CENTERS staff came together to create the new department. A student development hiring model was enacted to provide transferable skills and to develop experiences to help better prepare them for their next job. Today, the majority of the part-time operating staff are current or former students. This blend of community, students, and faculty/staff has truly been a win/win for the college.

**Operations**  
CENTERS, LLC

**Architect**  
Demonica Kemper  
Architects

**\$34M**  
Project Cost

**113,000 SF**  
Building Size/Program

**CENTERS**

CENTERSUSA.COM



## OUTCOMES

- › Recommended design changes to improve operating financial goals. Specifically, the project team recommended to:
  - increase patron capacity;
  - reinforce zones to segregate athletic and academic functions from the fitness center to allow members uninterrupted access to the space;
  - mitigate potential security breaches;
  - reduce staffing requirements; and
  - enhance food service and retail merchandising
- › Assumed responsibility for operating the existing fitness center and seamlessly transitioned it into the campus's new culture.
- › Without disrupting the College's current labor agreements, worked with the College's organized labor representatives to provide employment opportunities for the union members who operated the college's former fitness center.
- › Implemented a robust marketing campaign to attract a large community membership base. This subsidizes the costs for students and provides a low cost option yielding robust facilities, services, and programs for the college community.
- › Negotiated agreements with a food-service vendor and janitorial contractor.
- › Used buying power to reduce the cost of equipping the facility.

## SUCCESS STORIES

Since opening in 2014, the Center has proven to be a huge success.



50% of the center's 130 employees are current/former MVCC students, exceeding the college's initial goal of 10%.



With over 5,000 community members, the membership sales has effectively mitigated the college's financial risk, improved community relations and enhanced the college's brand.



CENTERS executed a 9,000 SF capital enhancement to operate a comprehensive youth program; 'KidRec' opened in 2016 and is a leading factor in the dramatic increase of family membership revenue and retention.



75% of students surveyed indicated that FitRec is important or very important when it comes to their overall sense of belonging at Moraine Valley.

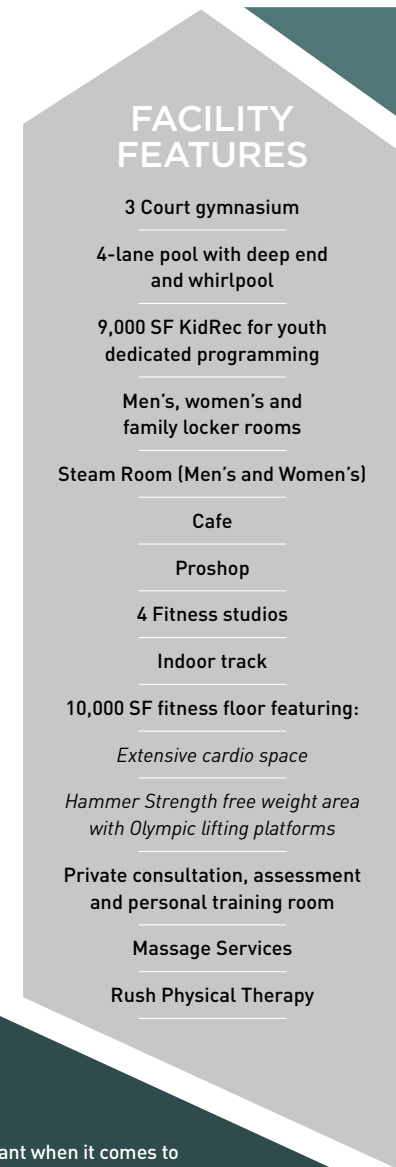


The department took on and expanded the college's annual 5k event. Participation has increased 1,000% since CENTERS took on the event and it now provides thousands of dollars in scholarship funds for current students of the college.



In 2019, CENTERS partnered with MVCC Human Resources to implement a Faculty/Staff Wellness Initiative. Employees received reduced fees to the facility when they reached a targeted amount of visits. The result was a 50% increase in usage and correlated improved outcomes via annual health screening metrics.

Moraine Valley Community College  
Health, Fitness &  
Recreation Center



[MORAINEVALLEY.EDU/FITREC](http://MORAINEVALLEY.EDU/FITREC)

A **CENTERS** CASE STUDY**MYLAN PARK**in partnership with  
West Virginia University**The Aquatic and  
Track Center**

MORGANTOWN, WV



“This Center is important for several reasons. Not only does it significantly improve the University’s swimming, diving, cross country and track programs, it also provides an important addition to the recreational options in Monongalia County and beyond.”

- **Shane Lyons**, Associate Vice President and Director of WVU Intercollegiate Athletics

The Aquatic Center and Track Complex is a state-of-the-art athletic facility opened in 2019, an endeavor many years in the making. The \$48 million project was designed to support the needs of the West Virginia University Swimming and Diving teams, and the goals of a number of other local organizations such as the Greater Morgantown Convention & Visitors Bureau, Monongalia County Board of Education, Monongalia County Commission and the Mylan Park Foundation to bring a community and competitive Aquatic and Track facility to the greater Morgantown, WV area.

In addition to hosting all of the West Virginia Swimming and Diving meets throughout the season and the Big 12 championship meet, the facility hosts a number of local high school and USA swimming events. This facility is the home of the WV State High School Championships and the State’s USA Swimming short-course and long-course championship meets. The diving facility fully certified Olympic quality and has already attracted a number of national and larger regional diving competitions.

The facility continues to promote growth and tourism through these events, while also providing a venue to improve the health and wellness in the Morgantown community through access to the competition and community pool and the track facility throughout the year.

**Planning**

Brailsford &amp; Dunlavey, Inc.

**Operations**

CENTERS, LLC

**Design Architect**

Paradigm Architecture, Inc.

**Contractor**

March-Westin Company

**\$40M**

Project Cost

**97,000 SF**

Building Size/Program

**CENTERS**

CENTERSUSA.COM



## SUCCESS STORIES

- » The whole operation provides job opportunities for over 100 part-time and at least 8 full-time employees and also provides opportunities for WVU and other local university students for internships and career development.
- » The Aquatic and Track Center hosts approximately one hundred events annually including collegiate and statewide competitions, such as the Big 12 Swimming and Diving Championships, as well as community programs and local events.
- » In 2021, the facility was awarded \$200,000 a year, by the Monongalia County Commission, to support community access from public schools to the facility. This will include a free swim lesson program for all 2nd graders and field trips for students.
- » The CENTERS staff at this facility manage the entire operation, this includes, facility management, risk management, annual budget and capital funding, marketing and sponsorship and responsible for the overall success of the project.
- » The community pool has become an important amenity that hosts community fitness courses, lap swimming for community members, splash and play features, slides, and over 400 birthday parties year round. The facility also hosts a number of free and community based local and regional events such as Dodgeball tournament, food festivals, outdoor movies, and benefits.

## FEATURES: TRACK AND FIELD COMPLEX

4,000 meter, 9-Lane Track  
and Field Complex

Steeple Pit, Pole Vault, Long Jump,  
High Jump, Shot Put, Javelin, and  
Hammer/Discus Areas

Spectator seating for 1,200

Press box

Ticket office and offices

Restrooms

Concessions

## AQUATIC CENTER

50 meter Competition Pool with  
spectator seating for 2,000

Diving Tower

25 yard, 6-Lane Recreational pool  
with splash and play features

Outdoor splash pad

Wet Classroom/Multipurpose  
Studios (dividable into 2 rooms)

Fitness center

Retail pro shop

Indoor/outdoor concessions

Catering Kitchen

## PARTNERS

West Virginia University

West Virginia  
University Hospitals, Inc.

West Virginia University Athletics



MYLANPARK.ORG

A **CENTERS** CASE STUDY**UNIVERSITY OF  
ALABAMA AT  
BIRMINGHAM****University Recreation**  
BIRMINGHAM, AL

Through use of our facility and the programs and services offered, our department's vision at UAB is to provide an enhanced lifestyle of healthy living for the UAB community and beyond.

In 2005, the \$24 million recreation center opened and the University of Alabama at Birmingham is quoted as having said it is the "crown jewel of student services on campus." By 2011, however, UAB identified the need to seek external management expertise to improve operational efficiencies and cost savings at the recreation center and running the department while still implementing innovative student-led programs and services. After a review process, CENTERS was selected to comprehensively manage under the premise of the reorganized department of campus recreation within the Provost area within student services. To ensure a seamless transition, CENTERS developed a detailed transition plan from initial assessments through full-service management.

A start-up team of executives, management, accounting, and human resources was deployed immediately upon notification. This team conducted several meetings with key stakeholders and administrative groups on campus, interviewed existing staff and potential new hires, developed operating procedures and financial reporting tools, created a marketing plan, and enhanced measurable student learning outcomes. At the same time, the existing CENTERS' staff trained all new and existing personnel. We also did a membership audit that lasted more than 2 years which found a loss of \$3 million dollars never collected in fees and services. Currently we are working on our third renewal and 7th year of operation at UAB.

**Program Managers**  
Brailsford & Dunlavey**Operations**  
CENTERS, LLC**Design Architect**  
Hasting and Chivetta**Contractor**  
Mascaro Construction**\$24M**  
Project Cost**152,000 SF**  
Building Size/Program**CENTERS****CENTERSUSA.COM**





Within three months, all operating procedures and personnel were in place, armed with a new business plan and a 5-year pro forma. As part of standard practice, CENTERS provides quarterly and annual reports and has scheduled meetings with UAB to report on performance outcomes and stay aligned with the vision for the recreation center and the department.

## SUCCESS STORIES



Opened a new \$2.8 million dollar Intramural and Club Sports Field Complex in fall of 2018 which was a huge accomplishment for the university in an urban campus.



2017-18 fiscal year we had over **511,000 swipes**, recording the highest annual visits to date. The largest swipe day of all time with 3,474 swipes on September 6th, 2018.



The department earned it's largest revenue year ever in FY18 with \$1,755,676.



CENTERS staff expertise has saved UAB over \$900,000 in operation and HR expenses since CENTERS has started operations at UAB.

## FACILITY FEATURES

4-lane lap Lanes pool, Vortex, informal leisure pool, & the river

4-Court Gymnasium

3 Raquetball Courts

1 Convertible Raquetball/  
Squash Court

3 Studios & F45 Studio

Studio V - Functional Training

17,000 SF 2-story Fitness &  
Weight Room featuring:

*1,200 SF Iron Cave*

*5-Deadlift Platforms*

*Turf Space*

Wellness Suite featuring:

*Massage Therapy*

*Nutrituionist*

*Rec Kitchen*

*Fitness Assessment Room*

A Multi-Purpose Room  
& a Wet Classroom

Outdoor Recreation

Climbing & Bouldering Wall

4-lane Jogging Track

Game Room

Athletic Training

**UAB**

UNIVERSITY  
RECREATION

The University of Alabama at Birmingham

[UAB.EDU/UNIVERSITYRECREATION](http://UAB.EDU/UNIVERSITYRECREATION)

A **CENTERS** CASE STUDY

# UNIVERSITY OF MISSOURI- ST. LOUIS

Student Recreation &  
Wellness Center

ST. LOUIS, MISSOURI



“The University has seen an increase in student retention as well as student success among students who use the Recreation Center.”

- **Curt Coonrod**, Vice Provost of Student Affairs/Dean of Students

“The CENTERS staff is an integral part of the Division of Student Affairs, and they work with us every day to propel our mission forward through collaboration on programs and initiatives, support for their colleagues throughout the division, and their tireless commitment to fostering a sense of belonging on our campus.

- **Jessica Long-Pease**, UMSL Director II, Millennium Student Center & Office of Student Involvement

A leading public research university in the Midwest, the University of Missouri-St. Louis (UMSL) has continued to expand campus life in recent years. A desire for dedicated recreation space and enhanced student development opportunities were paramount in the construction of an award winning wellness facility.

Passed by a student referendum in the 2011-2012 academic year by an overwhelming majority of students, the Recreation and Wellness Center (RWC) is a building central to the continued campus development at UMSL. In December 2013, UMSL selected CENTERS, LLC to manage the RWC and its associated staff, budgets, programs, and services. UMSL broke ground on the RWC in November 2013 and opened in July 2015. The RWC includes approximately 100,000 square feet of space for open recreation, intramural sports, and wellness education.

UMSL administration identified several key factors when selecting Centers: developing a central gathering place on campus, alcohol free social opportunities, stress mitigation, recruitment/retention, leadership and professional development, and long-term financial stability, among others. CENTERS staff used this feedback in forming an actionable business plan, and has naturally interwoven it into the daily operations.

## Planning

Brailsford & Dunlavey

## Operations

CENTERS, LLC

## Design Architect

Cannon Design

**\$36M**

Project Cost

**100,000 SF**

Building Size/Program

**CENTERS**

[CENTERSUSA.COM](http://CENTERSUSA.COM)

## OUTCOMES

- » Successful transition from former Athletics space to new facility and operating paradigm
- » Oversight of FF&E budget, project design components, and grand opening
- » Executed extensive membership and student employment marketing plan

## STUDENT EMPLOYMENT

UMSL Campus Rec is the largest employer of students on campus.

- » 100+ Student Employees each semester with a 75% retention rate
- » Average GPA of Student Employees: 3.19

"Working for UMSL's RWC has been one of the most amazing experiences I've had in my college career. It has not only given me a source of income but also a community of friends, a connection to campus, and outstanding leadership and professional development that has molded me into the student leader I am today." -**Joey Dordoni**, Student Government Association President and RWC Building Manager

## SUCCESS STORIES



### Enhanced Student Experience

- » Student who use the facility 32 times or more a semester have an average **GPA of 3.18**, where ones who use it less have an average of 2.98, compared to those who do not use it at all have an average of 2.92.
- » 76% said Campus Rec assisted them in developing healthy habits.
- » 65% said Campus Rec provided them with an opportunity to learn a new skill or activity.
- » **4,294 students** participated on **576 Intramural** teams.



### Financial Sustainability

- » RWC Project overall budget savings of \$250,000 and put in reserve
- » Reduction of \$150,000+ in annual operational expenses through labor, negotiated third party custodial contract, utility and other cost savings measures
- » Increase of about \$150,000 program related (non-student fee) revenue since opening
- » Sustained 1,000+ monthly membership base with dynamic structure: students, faculty/staff and retirees, alumni, community, early bird, student extension, senior, military, community partners, guest pass, and two-week trial memberships.



### Project Management

- » Barrier netting added off of gym courts to mitigate risk and liability issues
- » Motorized blinds added on windows to improve participants ability to see during activity

## FACILITY FEATURES

3 Lane Jogging Track

2 Court Gymnasium

Multi-Activity Court

4 Group Fitness Rooms

15,000 SF Fitness & Weight Center with Stretching Areas

32 Ft. Climbing Wall & 12 Ft. Bouldering Wall

Personal Training Suite

Fitness/Recreation Pool featuring:

5 Lap Lanes

Zip Line

Whirlpool

Proshop



UMSL.EDU/CAMPUSRECREATION

A **CENTERS** CASE STUDY**UNIVERSITY OF  
NEW HAVEN**

**David A. Beckerman  
Recreation Center**  
WEST HAVEN, CT



As part of a transformation to become a regionally recognized private university with on campus living and quality student life facilities, the University of New Haven identified an opportunity to improve recreation and wellness needs for their student body.

In 2007, CENTERS was hired to complete a full architectural program review and business planning analysis for a new recreation center. In February 2008, the David A. Beckerman Recreation Center officially opened and in 2009, the facility received an Architectural Showcase award from Athletic Business magazine.

Over the past decade, CENTERS at University of New Haven has grown and adapted to meet the changing needs of the campus community. Programs currently offered include club sports, intramural sports, group fitness, personal training, massage therapy, adventure recreation, wellness seminars/activities, instructional/safety classes, and special events.

As the largest space on campus, the Beckerman Recreation Center serves as host for various large scale, university wide events. The CENTERS site team coordinates the Annual Scholarship Ball, Admissions Open Houses, Career Fairs, Concerts, and more. During university holidays and breaks, the facility is available for external rentals such as basketball tournaments, gymnastics competitions, banquets, etc.

**Program Manager**  
Brailsford & Dunlavey

**Operations**  
CENTERS, LLC

**Design Architect**  
Sasaki Associates, Inc.

**Contractor**  
Petra Construction Corp.

**\$15.5M**  
Project Cost

**56,500 SF**  
Building Size/Program

**CENTERS**

[CENTERSUSA.COM](http://CENTERSUSA.COM)





## SUCCESS STORIES



### Recreation Beyond Campus

As the student population at University of New Haven has grown in both size and diversity, the CENTERS site team has expanded their programming beyond the borders of campus. Adventure Recreation offers hiking and indoor climbing trips allowing students to escape campus and explore the beautiful views of Connecticut's state parks and hiking trails. To support a growing Club Sports program, the CENTERS site team have built relationships with community partners providing additional space including pool time at a local middle school and practice fields at local parks.



### Student Development & Success

Collaborating with the Division of Student Affairs, the CENTERS site team has blended the CENTERS student development model to incorporate the University's Competency Learning Experience Initiative, which is an innovative, pedagogically based model that engages and develops students in six targeted competencies (Communication, Leadership, Teamwork, Resilience, Critical Thinking, and Global & Cultural Awareness). Through a structured set of experiences, student employees build and reflect on the knowledge, skills, and abilities that lead to personal and professional success.



### Engaging Students through Club Sports

In **2011**, the University of New Haven approached CENTERS about oversight of their high risk and competitive Club Sports. Since then, CENTERS has enabled the expansion of the Club Sports program from **5 to currently 18 competitive teams** with over **450 student-athletes**. Under our management, we have developed and implemented efficient procedures (on-boarding, travel, game management, etc), mitigated risk, and mentored clubs allowing them to create sustainable structures for their executive boards and budgets.



### Campus Partners

The CENTERS site team collaborate with campus colleagues, departments, and student organizations each and every day. From helping groups plan and execute events in the Beckerman Recreation Center to serving on the Student Conduct Board to developing university-wide wellness events, our staff believe that serving their campus community is crucial to building relationships and expanding the relevance of recreation/wellness in higher education.

## FACILITY FEATURES

2 Multi-Purpose Group  
Fitness Studios

Weight Room & Fitness Center

Functional Training Space

Racquetball Court

2 Hardwood Activity Courts

(Basketball, Volleyball  
& Badminton)

Multi-Activity Court

(Basketball, Volleyball, Indoor  
Soccer, Floor/Roller Hockey  
& Various Other Activities)

Jogging Track

Locker Rooms

(Men's, Women's & Individual Use)

Juice Bar

Lounge Areas



University of New Haven

DEPARTMENT OF CAMPUS RECREATION

[NEWHAVEN.EDU/CHARGERREC](http://NEWHAVEN.EDU/CHARGERREC)



ENTERTAINMENT & SPORTS ARENA

ENTERTAINMENT & SPORTS ARENA

ev nts

