



# PENSACOLA BAY CENTER

## FACILITY IMPROVEMENTS & MANAGEMENT PROPOSAL



Private Management for Public Facilities



November 14, 2017

Paul R. Nobles  
Purchasing Manager, Office of Purchasing  
Matt Langley Bell III Building  
213 Palafox Place  
2nd Floor, Room 11.101  
Pensacola, FL 32502

Re: SMG Response - Escambia County RFP #17-18.002

SMG is pleased to submit our response to the Escambia County Request for Proposals (RFP #17-18.002) relating to a Multi-Use Sports and Event Venue Public Private Partnership Solicitation. Our proposal is submitted as an alternative option to the unsolicited proposal recently submitted by the consortium led by Jay Patel for your consideration.

SMG believes that limited investment in the Pensacola Bay Center provides a better, more affordable solution for the County, while preserving a significant community asset. Our proposed capital improvements not only take steps to modernize the facility, but they also address the specific capital requirements needed to accommodate an NBA G-League franchise – which we know is something that has been of great interest to the community.

In an effort to provide the County with maximum flexibility, SMG has put forth two (2) separate proposal scenarios for your consideration. Neither of these options require any capital investment, debt issuance, guarantee of debt, or credit facility by the County:

**Scenario 1:** \$10 million capital improvement program funded through the use of 'Triumph Funds', with focus on facility infrastructure and enhancements, as well as improvements necessary to meet the NBA G-League requirements.

**Scenario 2:** \$2.25 million capital contribution by SMG as a 'backstop' in the event the Triumph funds are unavailable, which will allow the County to meet the minimum NBA G-League capital improvement requirements.

Under either scenario, SMG offers the services of its Facility Development Services department professionals at no additional cost to the County. Our qualified facility professionals will assist with design review, procurement oversight, construction administration and budget control.

SMG has enjoyed a long and productive partnership with Escambia County in the operation of the Pensacola Bay Center. The facility continues to serve the community well as the home of the Pensacola Ice Flyers, quality live entertainment events throughout the year, making it the premier event venue in the region.

We believe that either of these scenarios will compare very favorably to the alternative of building a new multi-venue sports and event center, which will require a minimum of \$25 million in Triumph funding, as well as other non-traditional sources such as new market tax credits. When evaluating the SMG proposal with the alternative proposal, we would request that you consider the following:

- Scenario 1 requires an investment of only \$10 million in Triumph funding, which when compared to the alternative would 'free-up' \$15 million in Triumph fund capacity for other local projects (\$25M vs. \$10M).
- SMG's proposal preserves the Pensacola Bay Center as a significant driver of economic development and home for quality entertainment programming
  - Allows the Ice Flyers to remain a tenant
  - Provides significant infrastructure upgrades at no cost to the County
  - Provides minimum requirements needed to meet NBA G-League standards, paving the way for a long-term lease with the New Orleans Pelicans (see enclosed letter from the New Orleans Pelicans).
- Does not require the County to issue debt, provided a city-backed guarantee of debt, or enter into credit facility guarantee, which among other things will create greater capacity for the County to issue debt on other projects.
- Preserves Pensacola's ability to compete for high-quality national touring acts that would otherwise be lost due to lower seating capacities.

Thank you for the opportunity to present our credentials and for taking the time to review our proposal. We look forward to continuing to serve you.

Sincerely,



Doug Thornton

Executive Vice President, SMG

# COMPANY PROFILE

Since its inception in 1977, SMG has built a reputation for operational excellence at publicly-owned facilities across the country. We are known for finding efficiencies at every turn and developing creative strategies for maximizing revenues.

No other private facility management company can match the depth and range of our capabilities. SMG provides a full range of facility management, operations, marketing, and event booking services, as well as pre-development, pre-opening, and operations consulting.

In both new and existing facilities, we understand how to balance public and private needs to drive profitability for our clients. We do not take the trust of our clients lightly. Every decision is made with the understanding that our work is a reflection on you, our client.

Our business strategy is simple: — we go above and beyond to achieve the best results for our clients. We leverage our in-group talent network and creative skills to maximize programming and financial performance. Each year, we attract more than 32,000 live events to our managed facilities, generating thousands of local jobs and billions of dollars in economic impact. Our reputation for getting results is why we've opened or reopened 27 new or renovated facilities in the past 10 years and it is why we have hosted more special events than any other management company in the business.

In Pensacola, we have proudly served as the manager of the Pensacola Bay Center for the past 17 years. Throughout the period we have hosted thousands of events, generating positive economic benefits for the County and creating a higher quality of life for local citizens through live entertainment programming.

SMG is a General Partnership formed in the State of Pennsylvania


SMG is located at:  
300 Conshohocken State Rd.  
Suite 700,  
West Conshohocken, PA 19428  
610.729.7900

Primary Contact: Doug Thornton  
doug.thornton@smgneworleans.com  
504.587.3827

At SMG, we also know that our workforce is the greatest resource for our clients – which is the case in Pensacola we create both full and part-time employment opportunities.

## SMG AT A GLANCE

- + Industry leader in facility operations and management services
- + Market leader since 1977 – longer than any other company
- + Manages several of the world's most recognizable facilities
- + Global reach with 233 managed facilities world-wide
- + Customized management, operations and training systems+ Unprecedented major event experience
- + Experienced in delivering a diverse range of events to maximize revenue potential
- + Over 5,000 full-time employees in eight countries
- + Municipal clients make up 92% of domestic client base



" I TRULY BELIEVE SMG  
MANAGEMENT AND STAFF BECAME  
**INVESTED IN THE COMMUNITY  
AND HAVE MADE A DIFFERENCE**  
IN WHAT THEY BRING TO THE CITY  
AND WORKING WITH NON-PROFITS  
AND OTHERS." – JO ANN LONG, SLI



# SMG FACILITIES LISTING

## THE INDUSTRY'S WORLD LEADER IN FACILITY MANAGEMENT

SMG has been in the business of providing operations and management services to arenas, stadiums, convention and conference centers, theaters and performing arts centers, recreation and equestrian facilities and other specialized facilities for more than 40 years.

SMG has defined a management philosophy and style that has led to our industry leading position. We also understand contracting with government agencies – most of our clients are cities, states, counties or special purpose districts. We operate in markets across the country that vary in size and represent a diverse array of clients ranging from:

- + Publicly-Owned Facilities
- + Professional Sports Teams
- + Collegiate Administrations and Athletic Departments
- + Privately-Owned Facilities

SMG is considered the market leader in publically owned facilities and understands government accountability and transparency.

## **“I LOOK FOR VENUES WITH SMG MANAGEMENT,**

AND THE REASON FOR THAT  
IS THAT SMG TRULY TRIES TO  
HELP PROMOTERS BE SUCCESSFUL, FROM  
THEIR KNOWLEDGE AND MARKETING  
BACKGROUND.”

**KEVIN HUMMER, RJ PROMOTIONS**

### SMG PROUDLY MANAGES

Arenas	68
Convention Centers	69
Theaters/Performing Arts Centers	61
Stadiums	13
Recreational/Equestrian Facilities	22
<b>Total Facilities</b>	<b>233</b>

**ON THE FOLLOWING PAGES, YOU WILL FIND  
A DETAILED LIST OF OUR FACILITIES, THEIR  
LOCATION, AND SIZE.**



PUBLIC FACILITIES FOR SPORTS, ENTERTAINMENT, CONVENTIONS AND AGRICULTURAL BUSINESS ARE THE SIGNATURES OF A COUNTY. SINCE SMG WAS FOUNDED IN 1977, WE CONTINUE TO CREATE A VIBRANT CULTURAL LIFE FOR RESIDENTS, BUILD TOURISM, AND FOSTER ROBUST LOCAL ECONOMIES.



## Stadium Clients

			# of Seats						
Mercedes-Benz Superdome	New Orleans	LA	76,000	First Direct Arena	Leeds	UK	12,500		
EverBank Field	Jacksonville	FL	73,000	Petersen Events Center	Pittsburgh	PA	12,500		
U.S. Bank Stadium	Minneapolis	MN	73,000	Van Andel Arena	Grand Rapids	MI	12,100		
NRG Stadium	Houston	TX	71,500	Raising Cane's River Center Arena	Baton Rouge	LA	12,000		
NRG Astrodome	Houston	TX	70,000	Peoria Civic Center	Peoria	IL	12,000		
University of Phoenix Stadium	Glendale	AZ	63,400	Stockton Arena	Stockton	CA	12,000		
Soldier Field	Chicago	IL	62,000	Denny Sanford Premier Center	Sioux Falls	SD	12,000		
Scott Stadium	Charlottesville	VA	61,500	SNHU Arena	Manchester	NH	11,770		
McLane Stadium	Waco	TX	45,000	Selland Arena	Fresno	CA	11,300		
Wroclaw Stadium	Wroclaw	Poland	42,000	Metro Radio Arena	Newcastle	UK	11,000		
Yulman Stadium	New Orleans	LA	30,000	Citizens Business Bank Arena	Ontario	CA	11,000		
Chukchansi Park	Fresno	CA	12,500	American Bank Center	Corpus Christi	TX	10,500		
Baseball Grounds of Jacksonville	Jacksonville	FL	7,200	Silver Spurs Arena	Kissimmee	FL	10,500		
Banner Island Ballpark	Stockton	CA	5,000	Mobile Civic Center	Mobile	AL	10,112		
Stadium at Devon and Kedzie	Chicago	IL	2,200	Florence Civic Center	Florence	SC	10,000		
				Landon Arena	Topeka	KS	10,000		
				Laredo Energy Center	Laredo	TX	10,000		
				BMO Harris Bank Center	Rockford	IL	10,000		
				Odyssey Arena	Belfast	N Ireland	10,000		
				Pensacola Bay Center	Pensacola	FL	10,000		
				Veterans Memorial Coliseum	Madison	WI	10,000		
				The BB&T Arena at NKU	Highland Heights	KY	9,400		
				George M. Sullivan Sports Arena	Anchorage	AK	9,046		
				Santander Arena	Reading	PA	9,000		
				Mohegan Sun Arena at Casey Plaza	Wilkes-Barre	PA	8,500		
				Big Sandy Superstore Arena	Huntington	WV	8,101		
				Huntington Center	Toledo	OH	8,000		
				H-E-B Center at Cedar Park	Cedar Park	TX	8,000		
				NRG Arena	Houston	TX	7,800		
				The Arena at The Dow Event Center	Saginaw	MI	7,600		
				Sioux Falls Arena	Sioux Falls	SD	7,000		
				The Oncenter - War Memorial Arena	Syracuse	NY	7,000		
				Canalta Centre	Medicine Hat	ON	6,500		
				Knoxville Civic Coliseum	Knoxville	TN	6,500		
				John A. Carlson Center	Fairbanks	AK	6,100		
				Cambria County War Memorial Arena	Johnstown	PA	6,000		
				Meridian Centre	St. Catharines	ON	6,000		
				ShoWare Center	Kent	WA	6,000		
				Canton Memorial Civic Center	Canton	OH	5,500		
				Hershey Centre	Mississauga	ON	5,500		
				Rogers K-Rock Centre	Kingston	ON	5,200		
				Cabarrus Arena and Events Center	Concord	NC	5,200		
				Five Flags Center Arena	Dubuque	IA	4,800		

## Arena Clients

Manchester Arena	Manchester	UK	21,000						
Smoothie King Center	New Orleans	LA	19,711						
BOK Center	Tulsa	OK	19,200						
Chesapeake Energy Arena	Oklahoma City	OK	19,000						
Coliseo de Puerto Rico	San Juan	PR	18,000						
Times Union Center	Albany	NY	17,500						
Save Mart Center	Fresno	CA	16,182						
John Paul Jones Arena	Charlottesville	VA	16,000						
Cox Convention Center	Oklahoma City	OK	15,000						
INTRUST Bank Arena	Wichita	KS	15,000						
Pinnacle Bank Arena	Lincoln	NE	15,000						
DCU Center Arena	Worcester	MA	14,800						
Jacksonville Veterans Memorial Arena	Jacksonville	FL	14,500						
Royal Farms Arena	Baltimore	MD	14,000						
Blue Cross Arena	Rochester	NY	14,000						
CenturyLink Center	Bossier City	LA	14,000						
Dunkin' Donuts Center	Providence	RI	14,000						
Richmond Coliseum	Richmond	VA	13,553						
Long Beach Arena	Long Beach	CA	13,500						
North Charleston Coliseum	North Charleston	SC	13,295						
Konig-Pilsener Arena	Oberhausen	Germany	13,000						





## Convention Center Clients

Sq. Ft. Exhibition Space

McCormick Place	Chicago	IL	2,670,000	Shreveport Convention Center	Shreveport	LA	95,000
NRG Center	Houston	TX	1,484,000	Ontario Convention Center	Ontario	CA	90,000
Enercare Centre	Toronto	ON	1,000,000	El Paso Convention Center	El Paso	TX	80,000
Moscone Center	San Francisco	CA	742,000	Prime F. Osborn III Convention Center	Jacksonville	FL	78,500
Cobo Center	Detroit	MI	722,000	Montego Bay Convention Centre	Montego Bay	Jamaica	77,000
Pennsylvania Convention Center	Philadelphia	PA	679,000	American Bank Center Convention Ctr.	Corpus Christi	TX	76,000
Colorado Convention Center	Denver	CO	584,000	SeaGate Convention Centre	Toledo	OH	75,000
Salt Palace Convention Center	Salt Lake City	UT	515,000	Dena'ina Civic and Convention Center	Anchorage	AK	74,400
Greater Columbus Convention Center	Columbus	OH	426,000	Wildwoods Convention Center	Wildwood	NJ	73,000
TD Convention Center	Greenville	SC	368,000	Miami Convention and Conference Center	Miami	FL	72,000
David L. Lawrence Convention Center	Pittsburgh	PA	313,400	The Pavilion at the Centre of Tallahassee	Tallahassee	FL	72,000
South Towne Exposition Center	Sandy	UT	243,000	Irving Convention Center	Irving	TX	70,000
Huntington Convention Center	Cleveland	OH	225,000	Charles F. Dodge City Center	Pembroke Pines	FL	70,000
Long Beach Convention Center	Long Beach	CA	224,000	Kansas Expocentre	Topeka	KS	68,000
Tucson Convention Center	Tucson	AZ	205,000	Century Center	South Bend	IN	66,250
DeVos Place	Grand Rapids	MI	202,000	The Oncenter - Nicholas J. Pirro Conv. Ctr.	Syracuse	NY	65,000
Broward County Convention Center	Fort Lauderdale	FL	200,000	Meadowlands Exposition Center	Secaucus	NJ	61,000
Festival Hall at Navy Pier	Chicago	IL	170,000	Five Flags Center	Dubuque	IA	57,000
Albuquerque Convention Center	Albuquerque	NM	167,000	Sioux Falls Convention Center	Sioux Falls	SD	50,000
Mercedes-Benz Superdome Conv. Ctr.	New Orleans	LA	166,000	Albany Capital Center	Albany	NY	50,000
University of Phoenix Stadium	Glendale	AZ	160,000	Osceola Heritage Park	Kissimmee	FL	48,000
U.S. Bank Stadium	Minneapolis	MN	137,000	Branson Convention Center	Branson	MO	47,172
Charleston Area Convention Center	Charleston	SC	135,000	Pontchartrain Center	Kenner	LA	47,000
Palm Springs Convention Center	Palm Springs	CA	130,600	Jekyll Island Convention Center	Jekyll Island	GA	45,200
Jackson Convention Complex	Jackson	MS	128,000	William A. Egan Civic and Convention Ctr.	Anchorage	AK	45,000
Global Center for Health Innovation	Cleveland	OH	120,000	Florence Civic Center	Florence	SC	44,500
Knoxville Convention Center	Knoxville	TN	120,000	Beanfield Centre	Toronto	ON	44,500
Peoria Civic Center	Peoria	IL	110,000	The Hall at the Dow Event Center	Saginaw	MI	42,500
Hampton Roads Convention Center	Hampton	VA	102,000	Wilmington Convention Center	Wilmington	NC	42,000
Cox Business Center	Tulsa	OK	102,000	Old National Events Plaza	Evansville	IN	38,000
Raising Cane's River Center	Baton Rouge	LA	100,000	Pensacola Bay Center	Pensacola	FL	36,000
Cabarrus Arena and Events Center	Concord	NC	100,000	Lynnwood Convention Center	Lynnwood	WA	34,000
Cox Convention Center	Oklahoma City	OK	100,000	Blue Water Convention Center	Port Huron	MI	34,000
DCU Center Arena	Worcester	MA	100,000	Valdez Hall	Fresno	CA	32,000
Arthur R. Outlaw Mobile Convention Ctr.	Mobile	AL	100,000	Charlotte Harbor Event & Conference Ctr.	Punta Gorda	FL	20,000
Rhode Island Convention Center	Providence	RI	100,000	Big Sandy Superstore Arena	Huntington	WV	15,000
Fresno Convention Center	Fresno	CA	96,000				



## Theater and Performing Arts Center Clients

# of Seats							
Bellco Theatre	Denver	CO	5,096	Charlotte Harbor Event & Conference Ctr.	Punta Gorda	FL	1,500
James L. Knight Center	Miami	FL	4,600	York Barbican	York	UK	1,500
Arie Crown Theater	Chicago	IL	4,249	The Miller Theater - OPENS January 2018	Augusta	GA	1,325
Altria Theater	Richmond	VA	3,667	Orpheum Theatre	Wichita	KS	1,280
Charles F. Dodge City Center	Pembroke Pines	FL	3,500	Jefferson Performing Arts Center	Metairie	LA	1,061
Terrace Theater	Long Beach	CA	3,051	Center Theater	Long Beach	CA	825
Shreveport Municipal Auditorium	Shreveport	LA	3,007	Five Flags Theater	Dubuque	IA	700
Valdez Hall	Fresno	CA	3,000	The Bendix Theater	South Bend	IN	694
Moran Theater	Jacksonville	FL	2,979	Orpheum Theater	Sioux Falls	SD	680
Larry Aiken Theatre	Evansville	IN	2,571	PLAYHOUSE Whitley Bay	North Tyneside	UK	630
Abraham Chavez Theatre	El Paso	TX	2,500	Terry Theater	Jacksonville	FL	600
American Bank Center - Selena Auditorium	Corpus Christi	TX	2,500	The Oncenter - Carrier Theater	Syracuse	NY	463
Knoxville Civic Auditorium	Knoxville	TN	2,500	The Ritz Theatre	Jacksonville	FL	400
Plaza Theatre	El Paso	TX	2,410	Plowright Theatre	Scunthorpe	UK	354
DeVos Performance Hall	Grand Rapids	MI	2,400	Richmond CenterStage Gottwald Playhouse	Richmond	VA	200
Akron Civic Theatre	Akron	OH	2,400	The Oncenter - BeVard Studio	Syracuse	NY	162
Saroyan Theatre	Fresno	CA	2,353				
Bridgewater Concert Hall	Manchester	UK	2,341				
Coronado Performing Arts Center	Rockford	IL	2,300				
Hanover Theatre for the Performing Arts	Worcester	MA	2,300				
Kiva Auditorium	Albuquerque	NM	2,300				
Tucson Music Hall	Tucson	AZ	2,289				
The Theater at the Dow Event Center	Saginaw	MI	2,275				
North Charleston Performing Arts Center	North Charleston	SC	2,260				
Buddy Holly Hall of Performing Arts	Lubbock	TX	2,250				
Sands Bethlehem Event Center	Bethlehem	PA	2,250				
Peoria Civic Center Theater	Peoria	IL	2,200				
The Oncenter - Crouse Hinds Theater	Syracuse	NY	2,117				
Bob Hope Theatre	Stockton	CA	2,042				
FM Kirby Center for the Performing Arts	Wilkes-Barre	PA	2,000				
Mobile Civic Center Theater	Mobile	AL	1,950				
Saenger Theatre (Pensacola)	Pensacola	FL	1,921				
Saenger Theatre (Mobile)	Mobile	AL	1,921				
Raising Cane's River Center for Perf. Arts	Baton Rouge	LA	1,900				
Cox Business Center	Tulsa	OK	1,900				
Baths Hall	Scunthorpe	UK	1,900				
Jacoby Symphony Hall	Jacksonville	FL	1,800				
Santander Performing Arts Center	Reading	PA	1,800				
Wagner Noël Performing Arts Center	Odessa	TX	1,800				
Richmond CenterStage Carpenter Theater	Richmond	VA	1,800				

## Outdoor Amphitheater Clients

Lakeview Amphitheater	Syracuse	NY	17,500
CMAC	Canandaigua	NY	15,000
The Pavilion at The Centre of Tallahassee	Tallahassee	FL	10,000
Pinewood Bowl	Lincoln	NE	8,000
Koka Booth Amphitheatre	Cary	NC	7,000
The Greek Theatre	Los Angeles	CA	5,900
Daily's Place Amphitheater	Jacksonville	FL	5,500
Huntington Event Park	Saginaw	MI	5,500
Davis Park	Rockford	IL	5,000
Pier 6 Pavilion	Baltimore	MD	4,400
McKelligon Canyon Amphitheatre	El Paso	TX	1,503



# SMG FACILITY DEVELOPMENT SERVICES



SMG has an internal team of qualified facility operations personnel who have extensive experience with facility program development, design consulting, operational functionality and construction administration and oversight. Our SMG team of experts will work closely with the County throughout the planning, design, scheduling and construction phase of the capital improvement project(s) to the deliver the scope of services outlined in this response.

## PROJECT DESIGN REVIEW AND PROGRAM DEVELOPMENT

Working closely with County officials, project planners and consultants, SMG will review the capital improvement projects to identify items that are critical to the operational and financial success of the facility. SMG will participate in work sessions to review any drawings, or documents through all phases of the procurement process, and serve as a resource for the County.

SMG will provide the project with representation in any design meetings, value engineering work sessions and owner, architect, and contractor (OAC) meetings during the ongoing pre-opening process.

During this phase of the project, SMG concentrates on the functional aspects of the facility, which include the following deliverables:

- Review interior finish schedule and provide comments and recommendations, with emphasis on cost-effective, durable, and low-maintenance surfaces, floors, equipment, and materials
- Provide fiscal administration and project budget input during all phases of the construction process.
- Using data from other SMG venues, benchmark facility program and design features against other competitive peer set facilities
- Identify potential areas of operating efficiency (within the facility campus)
- Participate in value engineering discussions with the architect, owner's representative and contractor to achieve budget alignment without compromising the quality of programming of events or increase operating and maintenance costs.

SMG assist owners, architects, general contractors and consultants with facility program development, design review and construction administration through opening

•

LAST 10 YEARS

## \$7 BILLION

IN NEW CONSTRUCTION,  
RENOVATION, AND EXPANSION PROJECTS

•

## 27 FACILITIES OPENED



## PROCUREMENT AND CONSTRUCTION ADMINISTRATION:

Once the construction process is underway, constant Owner representation will be required to ensure that all deliverables are being met. SMG will provide that coordination through its Project Team. Weekly construction management meetings will be conducted with the construction team for purposes of reviewing issues such as, change requests, budget alignment, schedule and cost verification. The following is a general outline of the task performed during this phase.

- Assist County in determining best method of procuring a general contractor.
- Assist County with preparation of procurement specifications.
- Create and deliver a comprehensive FF&E schedule
- Provide budget alignment based on proposed FF&E inventory
- Review FF&E specifications to ensure compatibility with operations
- Review schedules, quantities, spec sheets, and data prior to procurement
- Advertise, issue, and receive bids per prioritization schedule
- Evaluate bid responses and assist owner in issuing purchase agreements



## MAJOR RENOVATION AND CONSTRUCTION EXPERIENCE

### FACILITIES WHERE SMG IS OPERATOR

**VENUE: US Bank Stadium**  
**PROJECT COST: \$1.1 billion**

**VENUE: Soldier Field**  
**PROJECT COST: \$632 million**

**VENUE: David L. Lawrence Convention Center**  
**PROJECT COST: \$373 million**

**VENUE: NRG Stadium**  
**PROJECT COST: \$352 million**

**VENUE: Mercedes-Benz Superdome**  
**PROJECT COST: \$350 million**

**VENUE: Colorado Convention Center Expansion**  
**PROJECT COST: \$308 million**

**VENUE: Coliseo de Puerto Rico**  
**PROJECT COST: \$292 million**

**VENUE: Puerto Rico Convention Center**  
**PROJECT COST: \$292 million**

**VENUE: Atlantic City Convention Center**  
**PROJECT COST: \$268 million**

**VENUE: McLane Stadium**  
**PROJECT COST: \$250 million**

**VENUE: Intrust Bank Arena**  
**PROJECT COST: \$205.5 million**



## PROJECT LEADERSHIP



**MICHAEL GODOY**

**SMG**

**Vice President of Operations**

Michael manages all pre-opening services for new construction and renovated facilities. He has overseen the openings of major facilities, including: BOK Center (Tulsa, OK), Joe Robbie Stadium (Miami, FL), and FedEx Field (Landover, MD). He has provided design review and consulted on operational, marketing, and event requirements, negotiated national contract pricing with vendors, developed pre-opening operations standards, and enhanced access to national contract pricing. Since 1999, he has provided pre-opening services for more than 60 projects, surpassing \$6 billion in total construction costs.



**MOHNIE MANGAT**

**SMG**

**Regional Director of Maintenance and Engineering**

As the Director of Maintenance and Engineering at NRG Park, Mohnie utilizes his facility management experience from his time with SMG's Lynnwood Convention Center (LCC). At the LCC, Mohnie participated in the final phases of construction, established the operations and maintenance protocols for the new venue, and managed operations of the facility. During this time, he became a part of the SMG operations team, given the task of developing the best practices for the company and implementing standardized practices throughout all the facilities. Most recently Mohnie led the \$15.1M FF&E program for U.S. Bank Stadium.



**PAT TOBLER**

**The Tobler Company  
President**

Pat Tobler has been engaged as the Capital Projects Director for SMG at the Mercedes-

Benz Superdome, Smoothie King Center and Champions Square since 2016. During Pat's tenure with SMG he has been responsible for delivering over \$400 million dollars in capital improvement including the historic restoration of the Mercedes-Benz Superdome after Hurricane Katrina. Additionally, Pat served as the Project Manager for the \$56.0 million renovation to the Smoothie King Center and oversaw the \$15.0 million-dollar construction of Champions Square.

Pat is a highly skilled construction management professional who has over 40 years industry experience. He has served as a lead consultant for SMG on a number of other projects including the El Paso Arena and U.S. Bank Stadium (Minneapolis) providing early-stage pre-construction, design review and program development work for these projects.

A Civil Engineer by training, Pat is an industry expert in facility development services, construction management, strategic planning, operational consulting and regulatory compliance. He has experience working with a number of different constituent groups including public and private non-profit organizations, municipal agencies, public benefit corporations. And perhaps most importantly, Pat has a great deal of experience working with the New Orleans Pelicans, who are considering Pensacola as a site for their G-League franchise.

To assist with Pensacola Bay Center capital improvement project, SMG is prepared to offer project planning and construction expertise through our in-house team of Facility Development Services professionals led by Michael Godoy, with assistance from The Tobler Company - one of the industry's top construction managers. SMG will provide project planning and construction support to the Pensacola Bay Center at no additional costs.





# RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

## U.S. BANK STADIUM

### PROJECT TYPE:

NFL Stadium

### PROJECT BUDGET:

\$1.1 Billion

### SCOPE OF SERVICES:

- + Construction consultants
- + Operational Programming
- + Cost savings/revenue enhancements
- + Technical assistance
- + \$15.1M FF&E Services

SMG subject matter experts provided the Minnesota Sports Facility Authority with an in-depth analysis and commentary relating to design documents, operational program and space planning.

- + Reviewed and evaluated DAS and WiFi provider, and supervised deployment and installation
- + Produced comprehensive facility operating projections, along with a detailed staffing plan, management plan and pre-opening manual
- + Engaged in pre-opening consulting with changes to the design, improvements to the facility that yielded operational efficiencies and cost savings.
- + Implemented the pre-opening marketing plan for the facility which consist of brand building, stakeholder engagement, event booking, and development of marketing materials that includes a robust digital platform



# RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

## PINNACLE CENTER

### PROJECT TYPE:

Multi-purpose Arena

### PROJECT BUDGET:

\$180 Million

### SCOPE OF SERVICES:

- + Program authorship
- + Planning
- + Management Consultant
- + Design Review & Development
- + FF&E
- + Operating Budget
- + Marketing Development & Sales
- + Operational Services

SMG continued to play a key role in working with general contractor Mortenson Construction as well as PC Sports, the project management company. During the first phase of construction, SMG sat in on contractor meetings and provided advice and support to many other management committees.

Since SMG currently manages the Pershing Center in Lincoln, SMG was able to provide advice on what would not only benefit the arena, but the City of Lincoln as well.

In May 2012, SMG was officially contracted to manage and operate the Pinnacle Bank Arena. SMG continues to be a vital piece of the ongoing construction progress and continues to sit on many committees involved with the entire West Haymarket Redevelopment project. SMG was a key player through the entire process through its completion in September of 2013.







## RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

### INTRUST BANK ARENA

#### PROJECT TYPE:

Multi-purpose Arena

#### PROJECT BUDGET:

\$206 Million

#### SCOPE OF SERVICES:

- + Construction Consultation
- + Technical Assistance
- + Cost Savings/Revenue Enhancements
- + Furniture, Fixtures and Equipment (FF&E)

During its consulting period on the new facility, SMG provided pre-opening operational consulting and management services related to the pre-opening design, development, and construction in addition to consulting on furniture, fixtures, and equipment (FF&E).

SMG management attended regular construction meetings with representatives from Dondlinger Construction Company and Hunt Construction Group, a joint venture on the project, along with Sedgwick County and an Arena Design Consortium of architects led by HOK Sport.

The SMG General Manager served as a senior design development and construction consulting executive. Prior to issuance of the construction documents, a plan design review team consisting of SMG department heads reviewed and made written recommendations to the following components of the overall design.



# RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

## DENNY SANFORD CENTER

### PROJECT TYPE:

Multi-purpose Arena

### PROJECT BUDGET:

\$115 Million

### SCOPE OF SERVICES:

- + Program authorship
- + Project Development assistance
- + Schematic Design review
- + Design Document review
- + FF&E review
- + Construction consultants
- + Technical assistance
- + Development of facility budget
- + Economic Impact Study assistance

SMG was hired during Schematic Design/ Programming Phase. As such, SMG was able to participate in very early design charrettes eliminating costly re-draw fees from professionals and/or change orders to construction packages. SMG's scope was a complete Plan Design Review of Utility systems, HVAC, Telecommunications, security systems, Directional Signage, Kitchen/ Concessions, Rigging/Event Production, Staging, Seating, FF&E, to name a few.

SMG managed the previous Sioux Falls Arena for more than 20 years, and played a major role in the planning process for the Denny Sanford PREMIER Center beginning in 2004.







# RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

## BOK CENTER

### PROJECT TYPE:

Multi-purpose Arena

### PROJECT BUDGET:

\$196 Million

### SCOPE OF SERVICES:

- + Construction consultants
- + Cost savings/revenue enhancements
- + Technical assistance

SMG was hired during Schematic Design/ Programming Phase. As such, SMG was able to participate in very early design charrettes eliminating costly re-draw fees from professionals and/or change orders to construction packages. SMG's scope was a complete Plan Design Review of Utility systems, HVAC, Telecommunications, security systems, Directional Signage, Kitchen/ Concessions, Rigging/Event Production, Staging, Seating, and FF&E.

### SMG SUPPORT:

SMG consulted and made significant recommendations on key aspects of the arena such as:

- + Concourse and concession stand power design
- + Box office design and security
- + Hockey dasher specifications
- + Retractable seating design specification



# RENOVATION & CONSTRUCTION SUPPORT

- PROJECT CASE STUDY

## SMOOTHIE KING CENTER

### PROJECT TYPE:

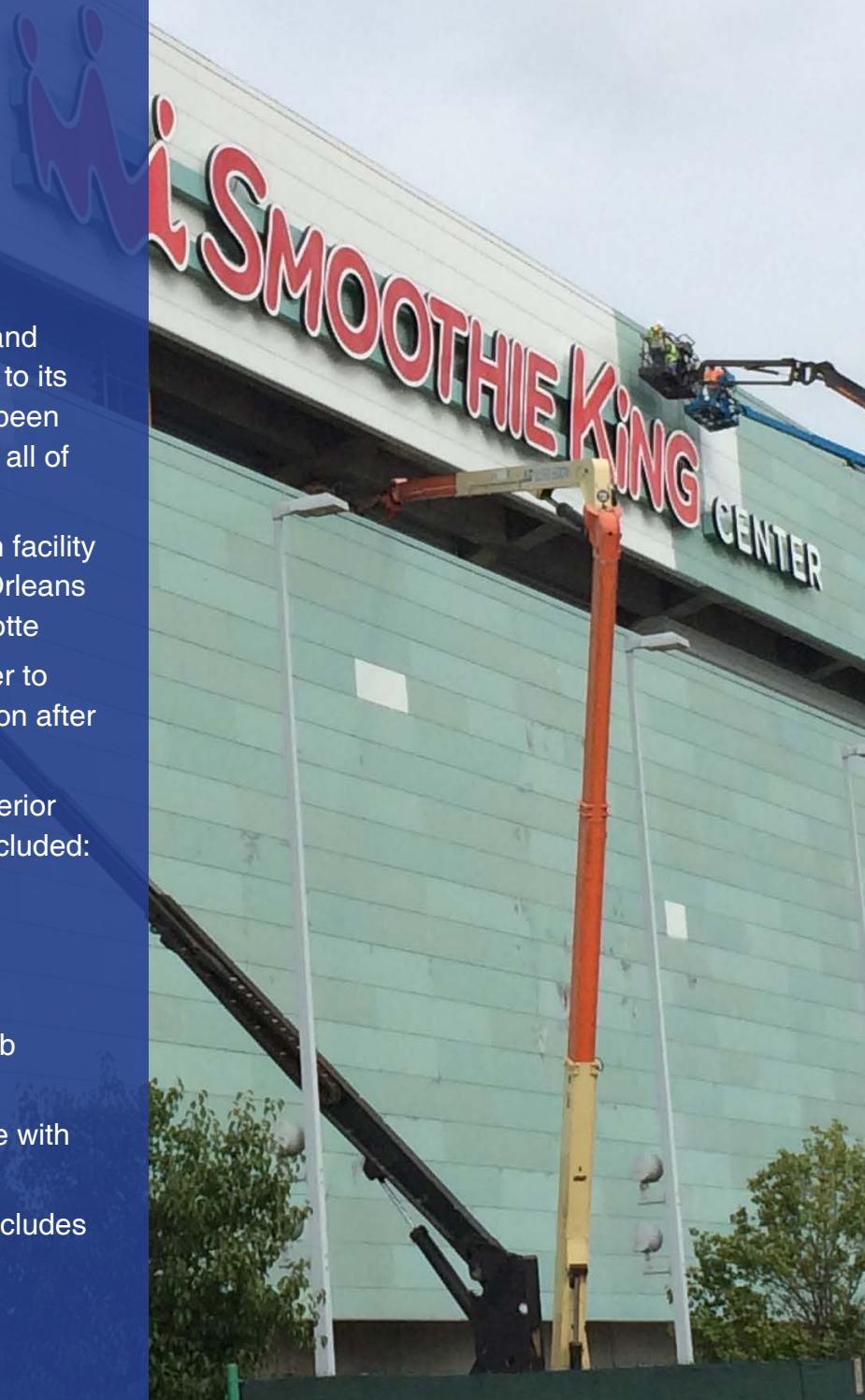
Multi-purpose Arena

### SCOPE OF SERVICES:

- + Project Development assistance
- + Schematic Design review
- + Design Document review
- + FF&E review
- + Technical assistance
- + Development of facility budget

SMG assisted with the original planning and design of the Smoothie King Center prior to its opening in 1999. Since then, there have been a number of major capital improvements, all of which SMG has led:

- + 2002: Led effort to implement \$25M in facility upgrades to accommodate the New Orleans Hornets in their relocation from Charlotte
- + 2007: SMG served as project manager to oversee \$15M in repairs and renovation after Hurricane Katrina
- + 2012: SMG oversaw the extensive interior and exterior \$56M renovations that included:
  - + 16 new loge boxes
  - + Suite renovations
  - + Construction of a 'party perch'
  - + New construction of a 'Chairman's club lounge'
  - + Addition of a 20,000 sf lobby space with new box office
  - + Construction of a sports bar that includes a party deck
  - + New \$5.0M HD video display





# PENSACOLA BAY CENTER - KEY PERSONNEL

Each of our managed venues is overseen by an experienced general manager known for quality, professionalism, and attention to detail. These individuals are industry veterans who are well-respected by sports properties, national governing bodies, event promoters, show managers, and, most importantly, our municipal clients.

The management team is responsible for the execution and delivery of an array of day-to-day management services, and are supervised by a regional vice president and supported by our corporate executives. We provide a wide range of corporate resources, including a depth of proprietary tools developed through years of operational experience.

Our operational best practices program is the cornerstone of the operational excellence that SMG is known for throughout the country. Developed through years of experience and industry knowledge, SMG has documented operating procedures and systems that enable our managers to achieve the highest quality operating standards. Through our corporate office and field personnel, SMG provides the services and support needed to achieve your goals.

The credentials of our SMG Pensacola management team is highlighted below for your reference:



**CYNDEE PENNINGTON**  
General Manager

As General Manager, Cyndee Pennington's primary focus has been the successful operation of the Pensacola Bay Center and

maintaining a strong and effective relationship with the owner of the facility, Escambia County.

Cyndee began her career with the Bay Center in January of 1985 and has worked in virtually all aspects of building operations; developing experience in finance, marketing, event booking and management and facility operations.

She was Assistant General Manager for more than 10 years before being named General Manager in 2003. She is a member of the International Association of Venue Managers and a graduate of the organization's Facility Management School. Cyndee was chosen by the Venues Today industry publication, and her peers in the industry, as one of three "Women of Influence" for 2012. She is also an active member of the International Entertainment Buyers Association, Florida Facility Managers Association and the Country Music Association. Cyndee also was the SE Region Booking Director for SMG for 7 years, and also assisted with the opening of the SMG managed venue in Tallahassee, Florida.

During her management tenure, Cyndee has helped insure the successful hosting of top entertainers such as Michael Jackson, KISS, Elton John, Carrie Underwood, Kenny Chesney, Jimmy Buffett, Britney Spears, Cirque du Soleil, and many others.



**MICHAEL CAPPS**  
Assistant General Manager

Michael landed in Pensacola by way of his family's military travels and has considered Pensacola his home since 1985. The University of West Florida

graduate holds a bachelor's degree in Sports Management, is a graduate of IAVM Venue Management School, and an IAVM certified Trained Crowd Manager with additional training through IAVM Academy for Venue Safety and Security.

Since joining SMG, Michael has been working in the various areas of event management, tenant relations and an overall liaison between the venue, the clients, the promoters, and the patrons. With his experience in event management, he has also been called upon to assist with other SMG venues in the South East for providing operational support to various events from high profile concerts to headlining festivals to helping facilitate a venue opening.

Michael volunteers his time with various organizations in the community, such as 1st Tee of NW Florida, Pensacola Sports, American Cancer Society, Fiesta Forces, and Leadership Pensacola. He is a Leadership Pensacola Class of 2011 Alumni, a Pensacola Sports James Currie Volunteer of the Year and an UWF Outstanding Alumni of the Year recipient for the division of Health, Leisure and Exercise Science. He also leads multiple award-winning teams as regulars in a number of local charity cooking competitions, such as the Seville Rotary Arrogant Steak Cook Off, the Pensacola EggFest, and the Flora-Bama "Super" Bowl Chili Cook-Off.



### SUANN NOWLAN

Senior Director of Finance

Suann Nowlan has been employed with SMG as a Director of Finance since November of 2000. She was brought on board prior to the opening of the new Coach USA Center in Elmira, New York. In 2005 Suann transferred to the Pensacola Bay Center as Director of Finance where she remains. Her duties include oversight of the box office, accounting staff, merchandising, parking, and payroll.

Suann is directly responsible for the planning and directing of all aspects of financial and accounting activities including the preparation and analysis of financial statements, budgets, audits, pro-formas, and event settlements.

In 2015 Suann was promoted to Senior Director of Finance with oversight of the Pensacola Bay Center, Pensacola Saenger Theatre, and the Pavilion Amphitheater in Tallahassee Florida.



### CARLY JOHNSTON

Director of Marketing

Carly Johnston has 6 years of marketing and event experience. She has been with SMG for the past 4 years at the Pensacola Bay Center. During her tenure at SMG she was a 30 under 30 recipient from IAVM Foundation in 2016 and the Best Trade Ad Venue Produced from SMG in 2015.

Prior to moving to Pensacola, Johnston worked in Washington D.C. for two years in the events department for the Council on Foreign Relations. She earned her bachelor's degree in tourism management from Indiana University in 2011.



### MACK GILLENWATER

Regional Director of Food & Beverage

Mack Gillenwater has been a member of the management team since January 2002. He managed food service at a wide range of locations to include the Joel

Coliseum in Winston Salem, North Carolina home of Wake Forest basketball, the high volume HiFi Buy Amphitheater in Atlanta, Georgia and the Bay Center in Pensacola, Florida which hosted two Presidential visits.

Currently as District Manager he oversees the daily operation of The Pensacola Bay Center and Saenger Theater in Pensacola. In October 2005 after Hurricane Katrina, Mack was assigned Director of Emergency Catering. He managed the food and beverage set up and operation of various sites feeding flood victims throughout the Baton Rouge / New Orleans area. He was promoted to district manager in May 2006 currently overseeing seven accounts throughout the Southeast. In March 2007 he managed the Honda Grand Prix of St. Petersburg further moving SMG into food service for special events. He continues to travel with an emphasis on special projects.



### SCOTT CORNWELL

Regional Director of Operations

An industry veteran of 20+ years, Scott has been part of the SMG family since 2005 serving as Director of Operations at two different venues, and most recently

elevated to Regional Director of Operations with oversight of 18 accounts. As a member of the Pensacola Bay Center's Senior Staff his primary responsibilities include all maintenance, engineering, landscaping, housekeeping, and fire & life safety. Mr. Cornwell is a 2006 Graduate of PAFMS at Olgebay and holds two degrees in Sports Facility Management, one from Virginia Commonwealth University and Old Dominion University. Scott is OSHA 30hr certified and holds the SMG Ice Technician certification.



# PROPOSAL OVERVIEW

## BACKGROUND

We understand the County has received an unsolicited proposal from a developer to construct a 6,500-seat arena, with an adjacent field house to potentially replace the Pensacola Bay Center at a cost ranging from \$48 million to \$65 million. In reviewing the proposal in more detail, it appears that it is conditioned upon two key factors: 1) the County's receipt of \$25 million in 'Triumph Funds' from the State that would be allocated in support of the project, and 2) approval and receipt of New Market Tax Credit financing. Both of these conditions are important elements needed to reduce the capital funding requirements and reduce the cost to the developer. Further, it appears that the proposal is structured as a 'sale/lease back', which will require the County (or, designated lessee) to make annual payments over the term of the lease, which will likely require some form of government-backed guarantee.

SMG believes there may be a better, more affordable option that will allow the County to preserve the Pensacola Bay Center as a community asset, while also allowing the facility to meet the NBA standards for a G-League franchise, which we have heard is something of great interest to the greater Pensacola community.

SMG has developed two (2) separate proposals for capital investment into the Pensacola Bay Center that will allow the County to address critical infrastructure needs. Both of these proposal scenarios do not require any capital investment, debt issuance, guarantee of debt, or lease payments by the County.

**Scenario 1:** \$10 million capital improvement program funded through the use of 'Triumph Funds', with focus on facility infrastructure and enhancements, as well as improvements necessary to meet the NBA G-League requirements.

**Scenario 2:** \$2.25 million capital contribution by SMG as a 'backstop' in the event the Triumph funds are unavailable, which will allow the County to meet the minimum NBA G-League capital improvement requirements.

Under either scenario, SMG offers the services of its Facility Development Services department professionals at no additional cost to the County. Our qualified facility professionals will assist with design review, procurement oversight, construction administration and budget control.

Additionally, SMG is familiar with the ongoing discussions related to Bay Center potentially serving as the home of an NBA G-League franchise. SMG's capital programming recommendations under each scenario will, at a minimum, allow the facility to receive upgrades necessary to accommodate an NBA G-League franchise.



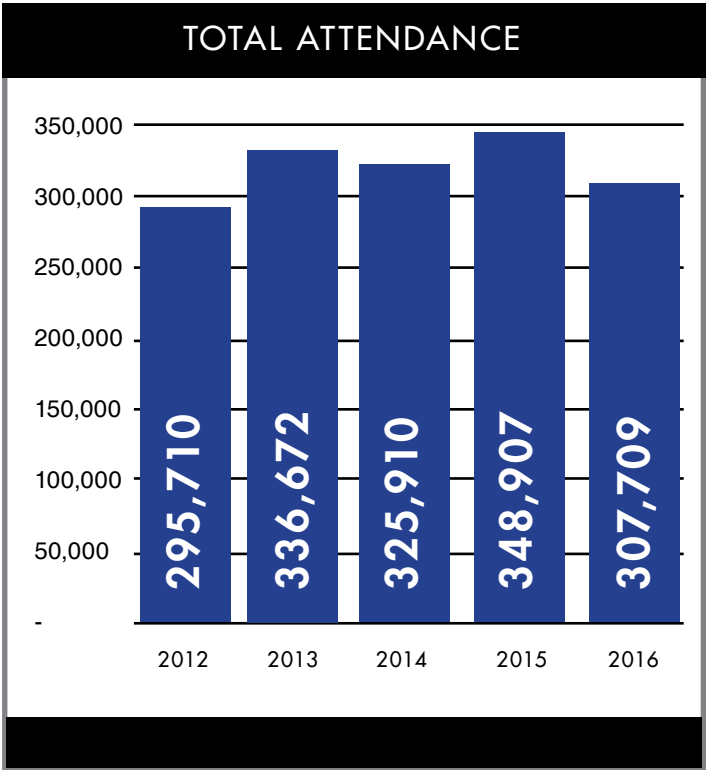
THE PENSACOLA BAY CENTER

Despite its age, the Bay Center continues to serve Pensacola and Escambia County as the community’s premier multi-purpose event center. Since 2012, the facility has hosted an average of 450 annual events, while hosting more than 1,000,000 guests. Events have been dynamic, ranging from Ice Flyers home games to sold-out concerts to family-friendly live entertainment. And while ticketed events pose as the highest profile events, nearly 75% of all facility activity is either meetings or assemblies. The Bay Center has remained true to its purpose and mission as a catalyst for job creation, economic impact and community service.

Additionally, the Bay Center continues to remain very viable as a live entertainment venue, attracting many high-profile touring performers each year. The facility’s seating capacity of 10,000 allows it to be attractive for artists and promoters, who rely on revenue from ticket proceeds to make tour routing decisions. In our opinion, a 6,500 arena would greatly diminish the potential for attracting high-profile acts due to the limited capacity and revenue-generating capabilities for artists and promoters. Shows that have traditionally played Pensacola would simply by-pass the market due to a lack of revenue potential.

The Bay Center is also home to the Pensacola Ice Flyers hockey club. Hockey continues to be well-supported by the Pensacola community and the team has established itself in the marketplace as a long-term tenant. Each of SMG’s two proposal scenarios will provide capital infrastructure improvements that will also benefit

the Ice Flyers, helping to secure their future in the market as well. Feedback from both the concert promoters and the Ice Flyers ownership has affirmed that the Bay Center remains a viable facility, and with certain capital infrastructure improvements can remain viable for their needs well into the future, avoiding the need for total replacement at a much higher cost.

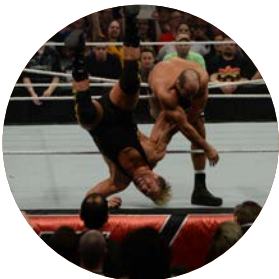


HIGH PROFILE EVENTS AT THE BAY CENTER



2012

BLAKE SHELTON  
RASCAL FLATTS  
JEFF DUNHAM  
CASTING CROWNS



2013

MONSTER JAM  
JIMMY BUFFETT  
WWE  
DARIUS RUCKER  
KID ROCK



2014

ELTON JOHN  
MIRANDA LAMBERT  
BARRY MANILOW  
THIRD DAY  
HUNTER HAYES



2015

BRAD PAISLEY  
ISLAND FIGHTS - MMA  
COMEDY GET DOWN  
CHRIS TOMLIN



2016

TOOL WITH PRIMUS  
JAMES TAYLOR  
DOLLY PARTON  
DEF LEPPARD WITH STYX  
BARRY MANILOW





## JUSTIFICATION FOR CAPITAL INVESTMENT

Although some limited capital repair and replacement has been performed at the Bay Center over time, the facility has not experienced a major renovation, or upgrade during its 30-year life cycle. That is somewhat unique based on our experience with other facilities of this nature. It is customary for facility owners to fund significant renovations and/or facility enhancements at some point during the 30-year cycle.

This fact, coupled with the venues continued ability to host all of today's diverse event types, is a testament to the building's design and operational flexibility. However, due to limited capital investment over time, the facility does lack certain fan-facing amenities and infrastructure systems found in new, more modern venues.

SMG maintains a list of long-term capital needs for planning purposes and has prioritized those needs for your consideration in our Scenario 1 proposal. Based on our knowledge of the facility and our operation of other similar facilities across the U.S. we understand where there is opportunity to make investment in the Bay Center. We have identified projects that will improve revenue-generating potential, reduce repair and maintenance, and enhance the guest experience. Most of the specifics were proposed as part of a broad capital improvement plan for the venue by SMG in 2013. While these projects were ultimately not approved by the County, SMG suggests consideration of these capital projects once again to preserve the useful life of the facility and allow it remain competitive against other 'peer set' facilities in the marketplace. Ultimately, we believe the decision to provide renovation and upgrades to the existing facility will be a better use of capital dollars, when compared to the alternative of the unsolicited proposal.

## THE OPPORTUNITY

SMG has developed a capital improvement plan that will create revenue generating potential, enhance fan-facing amenities, and meet the minimum infrastructure needs required to accommodate the G-League franchise. Together, the capital improvement projects are estimated at \$10 million total, \$7.75 million of which is allocated for general infrastructure improvements and renovation. The remaining \$2.25 million is allocated specifically for G-League improvements that are necessary to comply with NBA specifications. We have included an itemized list of each project, along with a general description and cost estimates in each of the proposal scenarios (See Scenarios 1 and 2 for details).

Should the County seek to move forward with these projects, SMG will offer the services of its Facility Development Division at no cost to the County. Our team of qualified facility professionals will assist with design review, procurement oversight, construction administration and budget control. We will also coordinate the scheduling of the work in an effort to minimize disruption of ongoing event schedule, loss of event income and utilization of the Bay Center. Managing a construction schedule is something our team has a great deal of experience with, having overseen the successful \$85 million renovations at the Mercedes-Benz Superdome over two off-seasons, as well as a \$56 million renovation of the Smoothie King Center during two successive off-seasons.

As further detailed in our proposal outline, SMG's credentials with oversight of similar projects is extensive. Over the past 10 years, SMG has been involved with more than 40 similar capital improvement projects and have opened a total 27 new, or renovated facilities for our clients during that period. Our team includes seasoned operational and construction professionals that understand the unique construction requirements associated with an event facility.





## THE BENEFITS:

We believe that either of the two (2) proposal scenarios will compare very favorably to the alternative of building a new multi-venue sports and event center, which will require a minimum of \$25 million in Triumph funding, as well as other non-traditional sources such as new market tax credits. When evaluating the SMG proposal with the alternative proposal, we would request that you consider the following:

- Scenario 1 requires an investment of only \$10 million in Triumph funding, which when compared to the alternative would 'free-up' \$15 million in Triumph fund capacity for other local projects (\$25M vs. \$10M).
- No funding requirement for capital improvements, guaranteed lease payments, or issuance of debt by the County
- Provides significant upgrades to the Pensacola Bay Center at a fraction of the cost of replacement.
- Preserves the Pensacola Bay Center as a significant driver of economic development and home for quality entertainment programming.
  - Allows the Ice Flyers to remain in Pensacola.
  - Positions Pensacola to attract the New Orleans Pelicans G-League franchise by meeting the NBA standards for compliance.
- SMG to manage the construction of improvements at no additional cost to the County
- The Bay Center continues to serve as the premier live entertainment facility in the region

## PROPOSED ARENA MARKETABILITY VS. BAY CENTER

The arena concept included in the unsolicited proposal contemplates a 6,500 seat arena. Given a typical configuration, the venue's concert capacity will likely equate to approximately 4,500 salable seats.

As a result, an act's revenue potential will be dramatically reduced in the Pensacola market as the Bay Center's concert capacity is approximately 8,500 salable seats. This reduction could effectively limit the quality of live entertainment at the venue as tour managers could potentially bypass Pensacola altogether in favor of venues higher earning potential.

---

Since 2012, the Bay Center has hosted 22 concerts that have attracted 4,500 or more guests; together generating more than \$7.3 million in ticket revenue.

With the proposed arena, Pensacola risks not attracting these events in the future.



# SCENARIO 1 - OVERVIEW

## SUMMARY

Scenario 1 proposes a \$10 million capital improvement renovation for the Bay Center, funded through the use of available Triumph funds. This proposal should be viewed as an alternative to the use of these funds as required as a necessary funding mechanism by the unsolicited proposal. These projects can be best characterized between two categories: capital enhancements and NBA G-League requirements.

The rationale for this proposal stems from SMG's belief that the Bay Center continues to effectively serve the community as a multi-purpose venue. The arena concept, as outlined in the unsolicited proposal, will require significant capital funding -- estimated to be between \$48 million to \$65 million -- to develop. SMG's proposal offers an alternative solution at a fraction of that amount, allowing for other uses of Triumph funds for other County projects. The proposal also dramatically improves the Bay Center and positions it as a viable home venue to a G-League franchise.

***The scope and estimated cost of the Scenario 1 projects are provided on the following page.***

## SMG PROPOSAL

Should the County opt to move forward with this proposal, SMG will offer its Facility Development Division at no cost to the County. This team will assist with all phases of the project, from design review, to procurement, through construction administration and budget control. In exchange for this service, SMG has proposed an extension of the term of its management contract for an additional five (5) years from the current agreement's expiration. SMG does not seek an adjustment to its base fee, incentive fee or food and beverage commission compensation structure.

This proposal does seek an adjustment to the incentive fee benchmark and the calculation's methodology. A benchmark adjustment is proposed to reflect the new operational conditions anticipated due to the enhancement work, along with a changed operating model with the addition of the G-League franchise. A calculation methodology adjustment is proposed to better reflect year-end financial performance for areas under SMG's direct control. Under the current model, SMG's fee is subject to external "adjustments" allocated to the facility.

***The proposed terms of Scenario 1 related to the SMG management contract are provided on the following pages.***

## SCENARIO 1 HIGHLIGHTS

- Alternative use of Triumph funds to improve the Bay Center and to potentially attract an NBA G-League franchise
- Proposed funding requirements provides for \$15 million of additional Triumph funding (assuming a \$25 million request) for other county projects
- No local funding required
- No major adjustment to SMG's management contract compensation structure

# SCENARIO 1

## FACILITY ENHANCEMENT PACKAGE

### ENHANCEMENTS

#### HOCKEY

Ice Plant Replacement	\$1,500,000
Hockey Dasher & Glass System	\$200,000
Ice Pro Deck	\$160,000

#### LIFE SAFETY

Retractable Seating	\$250,000
Exterior Doors	\$400,000
Parking Lot Resurfacing	\$225,000
Ecoglow - Arena Steps	\$75,000
Traction Coating - Arena Steps	\$30,000

#### BUILDING SYSTEMS

Emergency Generator	\$130,000
Interior Upgrades - Rails, ADA	\$215,000

#### ENHANCEMENTS

Acoustic Walls	\$960,000
Arena Sound System	\$450,000
Restroom Upgrades - FOH/BOH	\$750,000
Perimeter Fencing & Gates	\$300,000
Concession Stands - Digital Signage \ Warmers	\$50,000
POS System - Concession Stands	\$70,000
Kitchen Upgrades - Build Out Hood, Add Equipment	\$250,000
Exterior Marquees - (2) Front and Back	\$750,000
Club Room Enhancements	\$635,000
Center Hung Score Board Enhancement	\$350,000

TOTAL \$7,750,000

### NBA IMPROVEMENTS

#### OFFICE SPACE

Accommodate 20	
Coaches & Staff	\$250,000

#### MERCHANDISING

Team Store	\$215,000
Merchandising Equipment	\$100,000
Kiosk (3)	\$30,000

#### TEAM FACILITIES

Home Locker Room	\$500,000
Visitor Locker Room	\$250,000
Officials Locker Room	\$40,000
Storage	\$25,000
Laundry Room	\$100,000

#### GAME DAY FACILITIES

Ice Cover	\$180,000
Dollies/Racks	\$5,000
ADA Transition Ramps	\$20,000
Court	\$120,000
Goal Stantions	\$140,000
Scorer's Table	\$10,000
Production w/ 2 Cameras	\$100,000
Backboard Shot Clocks	\$10,000
Game Clocks	\$5,000
Lighting Upgrades	\$150,000

TOTAL \$2,250,000

GRAND TOTAL = \$10,000,000



# SCENARIO 1 - PROPOSED TERMS

## TERM

- Continuation of existing term thru FY22
- 5-year extension through FY27
  - Extension to supersede extension option thru FY24 in current agreement

## COMPENSATION

### BASE FEE

- No adjustment, base fees to continue adjust according to CPI. (\$189,000 in FY17).

### INCENTIVE FEE

- No adjustments to methodology, or fee cap.
- Likely adjustment to Net Operating Income Benchmark to reflect anticipated financial impact related to proposed capital program

### SAVOR FOOD & BEVERAGE FEE

- No adjustment, continuation of 5.0% commission of gross concession and catering sales.

## ADDITIONAL CONSTRUCTION SERVICES

SMG to provide, at no additional cost to the County, construction management services for all NBA Compliance Projects as defined.



# SCENARIO 2 - OVERVIEW

## SUMMARY

Scenario 2 assumes that Triumph funds are not available for capital enhancement projects at the Bay Center. As a contingency, SMG is prepared to “backstop” the NBA-related projects and advance \$2.25 million to fund their completion. This proposal is intended to allow the Bay Center to remain in a position to attract a G-League franchise.

***The scope and estimated cost of the Scenario 2 projects are provided on the following page.***

## SMG PROPOSAL

Should the County opt to move forward with this proposal, SMG will offer its Facility Development Division at no cost to the County. Although the scope of work proposed in this scenario is much less than what is contemplated in Scenario 1, SMG’s team of professionals can offer significant value to the County due to our long history with similar renovation projects at similar venues.

In exchange for the \$2.25 capital advance, SMG has proposed an adjustment to its management agreement’s term and compensation structure. Our capital commitment will not be considered a “loan” and therefore will not require a repayment schedule. Instead, we propose that SMG is afforded the opportunity to recoup this investment through its management fees. To do so will require adjustment to the current agreement.

SMG’s proposal requests an adjustment to the base fee, the incentive fee and the food and beverage commission structure. Additionally, SMG seeks an extension of the contract term of an additional ten (10) years beyond the expiration of the current agreement. This extension period is intentional as it creates a longer period for SMG to earn back its capital investment as opposed to overburdening the Bay Center’s budget with a higher fee structure over a shorter period.

Much like Scenario 1, this proposal seeks an adjustment to the incentive fee benchmark and the calculation’s methodology. The new benchmark should reflect the changed operating model with the addition of the G-League franchise. The calculation methodology adjustment would better reflect year-end financial performance for areas under SMG’s direct control and move away from external “adjustments” allocations.

***The proposed terms of Scenario 2 related to the SMG management contract are provided on the following pages.***

## SCENARIO 2 HIGHLIGHTS

- SMG funded capital improvements to position the Bay Center as a compliance venue to host an NBA G-League franchise
- No requirement for additional public funding
- SMG to recover its investment through an adjusted fee structure, not through a structured repayment
- Extension of SMG’s management contract



# SCENARIO 2

## NBA IMPROVEMENTS



### IMPROVEMENT AREAS

#### OFFICE SPACE

Accommodate 20

Coaches & Staff	\$250,000
-----------------	-----------

#### MERCHANDISING

Team Store	\$215,000
Merchandising Equipment	\$100,000
Kiosk (3)	\$30,000

#### TEAM FACILITIES

Home Locker Room	\$500,000
Visitor Locker Room	\$250,000
Officials Locker Room	\$40,000
Storage	\$25,000
Laundry Room	\$100,000

#### GAME DAY FACILITIES

Ice Cover	\$180,000
Dollies/Racks	\$5,000
ADA Transition Ramps	\$20,000
Court	\$120,000
Goal Stantions	\$140,000
Scorer's Table	\$10,000
Production w/ 2 Cameras	\$100,000
Backboard Shot Clocks	\$10,000
Game Clocks	\$5,000
Lighting Upgrades	\$150,000

TOTAL \$2,250,000

GRAND TOTAL = \$2,250,000

# SCENARIO 2 - PROPOSED TERMS

## TERM

- Continuation of existing term thru FY22
- 10-year extension through FY32 (5-year initial term + 5-year extension option at County's discretion)
  - Extension to supersede extension option thru FY24 in current agreement

## CAPITAL CONTRIBUTION

- \$2.25M to be used at the County's discretion
  - Recommendation to fund improvements required to accommodate G-League franchise
- Funds payable upon commencement of the County's FY19 (October 2019)
- SMG to recover contribution through fee adjustment
- Should the County opt to not enact the 5-year SMG extension option (FY28 thru FY32), the unamortized remaining balance of the SMG contribution shall be made payable within 90 days

## COMPENSATION

### BASE FEE

- Beginning FY19, \$300,000 annually (an increase from 189,000 in FY17), increasing annually by CPI at a rate not to exceed 3.0%

### INCENTIVE FEE

- Percentage of increment between annual Net Operating Income (NOI) and Net Operating Income Benchmark (NOIB)
  - NOI = Total Event Income, net of Operating / Indirect Expenses, net of SMG fees, i.e. building operational performance. Does not include County "adjustments", depreciation or accrual of SMG incentive fees
  - NOIB = TBD, adjusted to include anticipated financial impacts of hosting G-League franchise
- Adjustment of percentage of entitlements
  - First \$100,000 of NOIB improvement = SMG 100% | County 0%
  - \$100,001+ of NOIB improvements = SMG 50% | County 50%
- Incentive Fee capped at 150% of Base Fee, or \$300,000 annually

### SAVOR FOOD & BEVERAGE FEE

- 7.5% of gross concessions and catering sales (an increase from 5.0%, currently)

## ADDITIONAL CONSTRUCTION SERVICES

SMG to provide, at no additional cost to the County, construction management services for all NBA Compliance Projects as defined.





# NEW ORLEANS PELICANS

5800 Airline Drive • Metairie, LA • 70003 • Pelicans.com

November 14, 2017

Ms. Cyndee Pennington  
Pensacola Bay Center  
201 East Gregory Street  
Pensacola, FL 32502

Dear Cyndee:

This letter is to confirm that the New Orleans Pelicans have evaluated the proposed capital improvements to the Pensacola Bay Center that you have provided for our review and confirm that when complete, these improvements will meet all of the NBA standards required to accommodate a G-League franchise. The NBA minimum standards for a G-League franchise have previously been provided to you.

The New Orleans Pelicans continue to examine possible sites for its G-League franchise. Your commitment to fund and complete the capital improvements necessary to accommodate our G-League team is a necessary 'first-step' in the process, and paves the way for us to strongly consider locating our franchise at the Pensacola Bay Center.

Further, we welcome the opportunity to continue our relationship with SMG. As you know, our organization has enjoyed a great partnership with SMG at the Smoothie King Center in New Orleans. SMG fully understands the complexities of managing a venue with a professional sports tenant, and we have no doubt that we will be able to work closely with you and the SMG executive team to achieve success in Pensacola.

We look forward to hearing more from you regarding the authorization of the capital improvements and are prepared to begin lease discussions soon thereafter, should approval be granted.

Sincerely,

Edward Lang  
Senior Vice President/CFO





# REQUEST FOR PROPOSAL

## EXHIBIT B: D-LEAGUE ARENA BEST PRACTICE GUIDELINES

The following guidelines are a set of high level recommendations for the design of any arenas to be selected or built for NBA G League play. Throughout the expansion process, teams should be in touch with the NBA G League Office to assess specific arena designs and details in order to determine whether or not a venue can host an NBA G League team. Teams are encouraged to exceed or expand on these guidelines where and when appropriate. Final approval of arenas is at the discretion of the NBA Gatorade League Office.

### BASKETBALL FACILITIES

---

#### HOME AND VISITING TEAM FACILITIES

##### Locker Rooms:

- Arenas must have a minimum of two (2) locker rooms, one (1) for the home team and one (1) for the visiting team, that are equipped to hold the maximum NBA G League roster of 15 players and all basketball operations staff.
- There should be a minimum of 15 lockers in each locker room. Each locker must be accompanied by a chair and lock or safe to secure valuables.
- Locker rooms must be climate controlled, carpeted, and equipped with high-speed wireless internet, a high-definition TV with a USB connection, a DVD and/or blu-ray player, a dry-erase white board, and a game clock or monitor showing the game clock feed.
- Minimum recommended space for each locker room is 750 square feet (exclusive of showers and bathrooms as described below).

##### Shower and Toilet Facilities:

- Each locker room must be accompanied by showers and bathrooms. There should be a minimum of five (5) shower heads in each shower room at a minimum height of 8'.
- Each bathroom should contain a minimum of two (2) toilet stalls, two (2) urinals and three (3) sinks.
- Minimum recommended space for the shower room and bathroom is 400 square feet.

##### Training Room:

- Each locker room must have a training room.
- The training rooms must contain lockable cabinets for medical supplies and a minimum of two (2) training tables.
- Training rooms must be located in or adjacent to team locker rooms.
- Minimum recommended space for each training room is 250 square feet

##### Laundry Room:

- Laundry room facilities containing two (2) commercial grade washers and two (2) commercial grade dryers are strongly recommended.
- Minimum recommended space for the laundry room is 200 square feet.





# REQUEST FOR PROPOSAL

## **Coaches' Offices:**

- Two coaches' offices are required to house the head coaches and all basketball operations staff.
- Each office should contain a minimum of six (6) lockers, any desk and storage space required to reasonably meet the needs of a NBA G League coaching staff, high-speed wireless internet, and a dry-erase white board.
- Offices should be located in or adjacent to the team locker rooms.
- Minimum recommended space for each office is 350 square feet.
- There must be separate circulation paths to the court for the home and visiting teams. Circulation paths must be in controlled, restricted and secured areas and free from fan interference.

## **GAME OFFICIAL FACILITIES**

### **Locker Rooms:**

- Teams must provide two (2) separate, but adjacent locker rooms for game officials. Locations should not be positioned adjacent to home or visiting team locker rooms or in the view or path of back-of-house areas which are accessible to fans (e.g., premium restrooms, hospitality areas, relative waiting area, etc.).
- There should be a minimum of three (3) lockers in each locker room. Each locker must be accompanied by a chair and a lock or safe to secure valuables.
- Locker rooms must be climate controlled, carpeted, and equipped with high-speed wireless internet, and a game clock or monitor showing the game clock feed.
- Minimum recommended space for each locker room is 200 square feet (exclusive of showers, bathrooms, and lounge areas as described below).
- At least one (1) of the two (2) locations must have a lounge area large enough to accommodate five (5) persons with seating for any necessary pregame or postgame discussions.
- Minimum recommended space for this lounge area is 200 square feet.

### **Shower and Toilet Facilities:**

- Each locker room must be accompanied by showers and bathrooms. There should be a minimum of two (2) shower heads in each shower room.
- Each bathroom should contain a minimum of two (2) toilet stalls, one (1) urinal and two (2) sinks.
- Minimum recommended space for the shower room and bathroom is 250 square feet.
- There must be separate circulation paths to the court for the home and visiting teams. Circulation paths must be in controlled, restricted and secured areas and free from fan interference.



# REQUEST FOR PROPOSAL

## STORAGE FACILITIES/OTHER

- A minimum of 200 square feet of space must be made available for the exclusive use for basketball team equipment storage only (e.g., basketball, uniforms, shoes, towels, etc.).
- An additional 640 square feet must be available for court and other game equipment storage (e.g., back-up basket stanchion/support). This space must be adjacent to the event floor. The size should be coordinated with the selected court manufacturer. The ceiling height should be made to accommodate potential forklift access.

## ARENA EQUIPMENT

### PLAYING COURT

- The playing court must be manufactured by Horner Sports Flooring, Robbins Sports Surfaces, or Connor Sports Flooring.
- The size of the court should be a minimum of 114' by 60'. This is inclusive of the baseline aprons which must be a minimum of 10' deep, the sideline aprons which must be a minimum of 5' wide, and the playing surface which should measure 94' by 50'.
- No floor plates related to use of the court for other purposes (e.g. volleyball) are allowed.
- Any floor markings, court lines, and court designs should be in compliance with NBA G League policies as laid out in the most recent version of the Operations Manual.
- No physical structure or item (e.g., ceiling, ducts, center-hung scoreboard, banner, etc.) may be located less than 35' over the floor.
- Cooling and heating systems must maintain necessary temperature and humidity conditions. Temperature values between 65-72 degrees Fahrenheit and relative humidity values of no more than 55% at the court and event level are required.
- On both sides of, and immediately adjacent to, the basket stanchions, a space of 5' must be reserved for the "escape lanes," which must be marked by tape or a painted line and maintained during all games.
- All spectators, photographers, video crews, dance team or interactive squad members, team personnel, and any other persons are prohibited from entering the escape lanes during game play. Live television camera operators are permitted to enter the escape lanes during the first of a two (2) free throw set or the first two (2) of a three (3) free throw set; however, they must exit the lanes immediately thereafter.

### GAME AND COURTSIDE EQUIPMENT

- Spalding portable basket stanchions/supports that are capable of being anchored to the floor are required, unless otherwise permitted by the League. Basket stanchions/supports, including the bottom and side surfaces of backboards, cross pieces and braces, must be fully padded and pads must be of a color approved by the League.
- The minimum distance from the outside of the baseline to the front padding of each stanchion must be 72 inches.
- Spalding Super Glass Pro backboards and Spalding positive-lock rims are required, unless otherwise permitted by the League. All backboards/rims must have the NBA G League logo decal affixed in the lower left-hand corner. Additionally, all backboards are required to contain LED lighting as outlined in the Operations Manual in order to indicate expiration of time and 24-second clock. These lights should be synchronized with each clock accordingly.
- Spalding basketballs and ball-racks designated and provided by the League prior to team training camps must be reserved and used for games, practices, and shoot-arounds.





## REQUEST FOR PROPOSAL

- All nets used during NBA G League games will be provided by the League, and otherwise must be of the anti-whip type, 18" in length.
- The game clock and 24-second shot clock should be a minimum size of 26" wide x 24" high with clear 6" numbers on the game clock and red 12" numbers on the 24-second shot clock. Each should be mounted on the backboards but can also be suspended by cable, with the prior written approval of the League Office. All other clocks in the arena must be synchronized with the shot and game clocks.
- Each team is required to maintain, in each arena in which the team plays home games, one (1) spare stanchion/support and one (1) spare backboard with pressure-release rim attached. The spares must be stored on dollies and in locations that make them easily accessible during games, so that a replacement can be made immediately. The game clock and 24-second shot clock must be able to be remounted to the replacement backboard.
- When not in use, all stanchions/supports and backboards/rim must be stored and maintained in a way that will minimize damage and undue stress.
- Each team must have a back-up set of clocks in its arena for every home game.

### BROADCAST GUIDELINES

---

#### NBA G LEAGUE STREAMING

- As part of team onboarding and expansion, any new teams and arenas will be responsible for any staffing and equipment costs related to the NBA G League streaming initiative.
- All team home games must be produced for streaming pursuant to the terms of the most recent Broadcast Regulations. Immediately following each game, the home team must transfer the recording of the game in accordance with technical specifications to be provided by the League.
- In order to provide the best product for the NBA G League streaming initiative, the arena must have a minimum 10mbps outbound dedicated line for stream purposes accessible to the streaming location.

#### SPACE AND LOCATION REQUIREMENTS

##### National Television

- The home team must provide a court-side table that is at a minimum of twelve (12') feet long and two feet (2') deep (with a minimum of three feet (3') of unobstructed space behind the table) for six (6) announcer positions and centered exactly on the mid-court line opposite the team benches.
- The home team must provide cable runs from this court-side location to television trucks and ensure that the location is pre-wired for television and stat monitors. The home team must provide two-row depth for broadcasters, monitors of at least 9", telestrators, security, etc.
- If requested by the League Office, the home team shall also make available to the national telecaster, at minimum, a 20' by 20' area that offers the court as a backdrop and which is approved in advance by the NBA G League Broadcasting Department for use as a telecast host position. This area must have a minimum of 10' clear ceiling height above the finished floor at the host seating location all the way to the camera location to allow for studio lighting.



# PENSACOLA BAY CENTER

## REQUIRED FORMS



Private Management for Public Facilities



**PD 17-18.002, Multi-Use Sports and Event Venue Public Private Partnership**

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a), FLORIDA STATUTES, ON ENTITY CRIMES**

1. This sworn statement is submitted to Escambia County Florida  
(print name of the public entity)  
by John Burns, Executive VP and CFO  
(print individual's name and title)  
for SMG  
(print name of entity submitting sworn statement)  
whose business address is  
300 Conshohocken State Rd., Suite 770  
West Conshohocken, PA 19428  
and (if applicable) its Federal Employer Identification Number (FEIN) is:  
23-2511871  
(If the entity has no FEIN, include the Social Security Number of the Individual signing this sworn statement: \_\_\_\_\_)
2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision or any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:
  - a. A predecessor or successor of a person convicted of a public entity crime; or
  - b. An entity under the control any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

PD 17-18.002, Multi-Use Sports and Event Venue Public Private Partnership

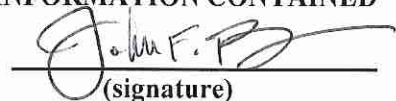
- c. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
- d. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. **(indicate which statement applies.)**

✓ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. **(attach a copy of the final order).**

**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THOROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.**

  
(signature)

Sworn to and subscribed before me this 14th day of November, 2017

Personally known ☒  
OR produced identification \_\_\_\_\_

USA Passport # 511561785  
(Type of identification)

Teresa Parris  
Notary Public - State of Pennsylvania

My commission expires 4/16/2018

\_\_\_\_\_  
(Printed typed or stamped commissioned name of notary public)



**PD 17-18.002, Multi-Use Sports and Event Venue Public Private Partnership**

**Information Sheet  
for Transactions and Conveyances  
Corporation Identification**

The following information will be provided to the Escambia County Legal Department for incorporation in legal documents. It is, therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the state or federal government.

(Please Circle One)

**Is this a Florida Corporation:**

Yes or No

**If not a Florida Corporation,**

In what state was it created:

Pennsylvania

Name as spelled in that State:

SMG

**What kind of corporation is it:**

"For Profit" or "Not for Profit"

**Is it in good standing:**

Yes or No

**Authorized to transact business  
in Florida:**

Yes or No

State of Florida Department of State Certificate of Authority Document  
No.: GP9700000811

**Does it use a registered fictitious name:** Yes or No

**Names of Officers:**

President: Harold Westley Secretary: John Burns

Vice President: Maureen Ginty Treasurer: John Burns

Director: N/A Director: N/A

Other: \_\_\_\_\_ Other: \_\_\_\_\_

**Name of Corporation (As used in Florida):**

SMG

(Spelled exactly as it is registered with the state or federal government)

**Corporate Address:**

Post Office Box: \_\_\_\_\_  
City, State Zip: \_\_\_\_\_  
Street Address: 300 Conshohocken State Rd., Suite 770  
City, State, Zip: West Conshohocken, PA 19420

(Please provide post office box and street address for mail and/or express delivery; also for recorded instruments involving land)

(Please continue and complete page 2)

**PD 17-18.002, Multi-Use Sports and Event Venue Public Private Partnership**

Page 2 of 2

Corporate Identification

**Federal Identification Number:** 23-2511871

(For all instruments to be recorded, taxpayer's identification is needed)

**Contact person for Company:** John Burns **E-mail:** jburns@sngworld.com

**Telephone Number:** (610) 729-7900 **Facsimile Number:** (610) 729-1590

**Name of individual who will sign the instrument on behalf of the company:**

John Burns

(Upon Certification of Award, Contract shall be signed by the President or Vice-President. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. Awarded contractor shall submit a copy of the resolution together with the executed contract to the Office of Purchasing)

(Spelled exactly as it would appear on the instrument)

**Title of the individual named above who will sign on behalf of the company:**

Executive Vice President and CFO

END

---

(850) 488-9000    Verified by: \_\_\_\_\_ Date: \_\_\_\_\_



[Previous on List](#)[Next on List](#)[Return to List](#)[Filing History](#)[No Authority Info](#)[No Partner Info](#)[No Name History](#)[Partnership Name Search](#)

## Partnership Detail

### General Partnership Name

SMG

### Principal Address

300 FOUR FALLS CORPORATE CENTER  
 300 CONSHOHOCKEN STATE RD - STE 450  
 W CONSHOHOCKEN, PA 19428  
 Change Date: 05/27/2009

### Filing Information

Document Number	GP9700000811
FEI/EIN Number	232511871
File Date	04/01/1998
State	PA
Total Pages	10
Pages in Original Filing	5
Current Partners	NONE
Cancellation Date	NONE
Status	ACTIVE
Effective Date	NONE
Expiration Date	NONE
Name History	NONE

### Registered Agent

CORPORATION SERVICE COMPANY  
 1201 HAYS STREET  
 TALLAHASSEE, FL 32301

### Document Images

[04/01/1998 -- Registration](#)[View image in PDF format](#)[12/23/2010 -- Amendment](#)[View image in PDF format](#)[05/27/2009 -- Amendment](#)[View image in PDF format](#)[06/26/2008 --](#)

## Detail by Zip Code

Foreign Limited Liability Company  
SMG HOLDINGS I, LLC

### Filing Information

Document Number	M08000002949
FEI/EIN Number	26-1136430
Date Filed	06/20/2008
State	DE
Status	ACTIVE
Last Event	LC AMENDMENT
Event Date Filed	09/21/2009
Event Effective Date	NONE

### Principal Address

300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

Changed: 04/17/2009

### Mailing Address

300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

Changed: 04/17/2009

### Registered Agent Name & Address

CORPORATION SERVICE COMPANY  
1201 HAYS STREET  
TALLAHASSEE, FL 32301

Name Changed: 02/16/2010

Address Changed: 02/16/2010

### Authorized Person(s) Detail

#### **Name & Address**

Title Managing Member

SMG HOLDINGS, INC.



300 CONSHOHOCKEN STATE ROAD, SUITE 450  
W. CONSHOHOCKEN, PA 19428

Title Secretary

BURNS, JOHN F.  
300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

**Annual Reports**

<b>Report Year</b>	<b>Filed Date</b>
2015	04/17/2015
2016	04/27/2016
2017	03/21/2017

**Document Images**

<a href="#"><u>03/21/2017 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>04/27/2016 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>04/17/2015 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>04/25/2014 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>07/09/2013 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>04/09/2012 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>06/24/2011 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>03/02/2010 -- Reg. Agent Change</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>02/16/2010 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>09/21/2009 -- LC Amendment</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>04/17/2009 -- ANNUAL REPORT</u></a>	<a href="#">View image in PDF format</a>
<a href="#"><u>06/20/2008 -- Foreign Limited</u></a>	<a href="#">View image in PDF format</a>

## Detail by Zip Code

Foreign Limited Liability Company  
SMG HOLDINGS II, LLC

### Filing Information

**Document Number** M08000002950  
**FEI/EIN Number** 42-1741727  
**Date Filed** 06/20/2008  
**State** DE  
**Status** ACTIVE  
**Last Event** LC AMENDMENT  
**Event Date Filed** 09/21/2009  
**Event Effective Date** NONE

### Principal Address

300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

Changed: 04/17/2009

### Mailing Address

300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

Changed: 04/17/2009

### Registered Agent Name & Address

CORPORATION SERVICE COMPANY  
1201 HAYS STREET  
TALLAHASSEE, FL 32301

Name Changed: 02/16/2010

Address Changed: 02/16/2010

### Authorized Person(s) Detail

#### **Name & Address**

Title MANAGING MEMBER

SMG HOLDINGS, INC.



300 CONSHOHOCKEN STATE ROAD, STE. 450  
W. CONSHOHOCKEN, PA 19428

Title Secretary

BURNS, JOHN F.  
300 CONSHOHOCKEN STATE ROAD  
SUITE 450  
W. CONSHOHOCKEN, PA 19428

#### Annual Reports

Report Year	Filed Date
2015	04/17/2015
2016	04/27/2016
2017	03/21/2017

#### Document Images

<a href="#">03/21/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/27/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/17/2015 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/25/2014 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">07/09/2013 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/09/2012 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">06/24/2011 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/02/2010 -- Reg. Agent Change</a>	<a href="#">View image in PDF format</a>
<a href="#">02/16/2010 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">09/21/2009 -- LC Amendment</a>	<a href="#">View image in PDF format</a>
<a href="#">04/17/2009 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">06/20/2008 -- Foreign Limited</a>	<a href="#">View image in PDF format</a>