
**LETTER OF INTEREST
SUMMARY OF QUALIFICATIONS
AND PROPOSAL**

Submitted By

BIG LEAGUE DREAMS USA, LLC

For the

**Sunrise Roller Hockey Complex
Sunrise, Florida**

March 30, 2011



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Section 1

The Big League Dreams Story

Section 1.1

Introduction

Big League Dreams USA, LLC, together with its operating subsidiaries (“Big League Dreams”), the nation’s leading planning, design and construction consultant and operator of multi-sport recreational complexes, is pleased to submit Letter of Interest and Qualifications for the management, operation and maintenance of a Big League Dreams Sports Park, including related consulting services to Sunrise, FL (the “City”). Big League Dreams hopes to discuss with the City the potential for a public-private partnership to provide consulting for the planning, design and construction, and ultimately, the maintenance and operation of certain facilities at a recreational sports complex in Sunrise (the “Sports Complex”).

This document outlines our experience and background, the history and growth of our company, our concept and approach to the project and our qualifications.

The city of Sunrise obviously prides itself on providing its growing population with services and facilities that bring a quality of life not found in many other cities in the United States. A Big League Dreams Sports Park is a natural fit for just such a city. Our well designed and maintained facilities and operations will bring an additional sense of pride to your community.

Big League Dreams proposes to help create, along with the City, a recreational sports destination for local league play for a variety of ages and sports during the week and tournaments virtually every weekend of the year just as in our other existing Big League Dreams Sports Parks.

Big League Dreams is capable of developing a sports complex on even the most challenging of sites. Some of our current projects are located on sites challenged by endangered species, wetlands, landfills, oil wells, contaminated soils, expansive soils, flood plains, Bureau of Land Management use restrictions, airports and residential neighborhoods. Our team is experienced in projects that require multi-jurisdictional oversight and sensitivities.

Big League Dreams has conducted an initial market study related to a privately operated sports complex in Sunrise. This initial study, undertaken as part of our internal development due diligence process, was conducted specifically for the Sunrise market and clearly showed that a Big League Dreams Sports Park, if designed and operated similarly to other Big League Dreams Sports Parks, would be a success for the City, its citizens and Big League Dreams. We expect that your Big League Dreams Sports Park would quickly become the home for local youth and adult indoor soccer and roller hockey in the region, as is the case in other Big League Dreams Sports Parks.

A significant reason for Big League Dreams' growth and popularity is the Sports Park's positive effect on municipal budgets. In our standard Big League Dreams maintenance and operations agreement ("MOA"), Big League Dreams has shown (through a proven track record and by contract) that the City will incur no maintenance or operational costs for the Sports Park – these become the responsibility of Big League Dreams. In a different scenario, Big League Dreams enters into an agreement with cities that want us to simply manage the city's park for them. This is comparable to the concept cities and counties throughout the country have been using for years, in which cities employ private businesses to manage and maintain their city-owned golf courses.

Using a similar concept, in some cities Big League Dreams operates and maintains the city's (or county's) sports complex on their behalf. Again, Big League Dreams' track record gives the municipality the ability to avoid the maintenance and operational costs that are typical in any city-run complex.

By improving the Sports Complex's concessions revenue, and upgrading the Sports Complex so that the experience attracts more users, sponsorship opportunities, and other revenue-generating opportunities, the municipality retains ownership and complete control of the Complex while eliminating, in most cases, all of the maintenance and operational costs of the complex for its citizens.

Both of these formulas create a win-win partnership for municipalities at a time that cities need a proven way to provide quality recreation for their citizens – without the expensive maintenance costs.

As a result, Big League Dreams has become the most successful, and sought after sports complex developer and operator in the United States...and has the track record to back up this statement. The MOA agreement also includes sharing Park gross revenues with our City partner.

Big League Dreams will also bring a substantial investment to our projects through the pre-opening hiring and training of our employees (generally to be hired locally in Sunrise) and marketing of the City's Sports Park. Depending on the size of the Park, Big League Dreams typically hires between 60 and 80 local citizens as Sports Park staff.

Our operational and maintenance experience as well as the unique design features common to a Big League Dreams Sports Park are sure to make the Big League Dreams Sunrise Sports Complex one of the premier facilities in the country. By incorporating certain Big League Dreams proprietary design features into the playing fields and concession areas, Big League Dreams can create a first-class facility that Sunrise youth and adult league players will be proud to call their home.

With the popularity of recreational athletics in this country and the tourism potential of the Sunrise region, Big League Dreams believes the Sports Park will quickly become one of the country's most popular *tournament* venues as well. Big League Dreams' experience in marketing, programming and operating such a facility is something we are

confident will spin off additional tourism and economic benefits to Sunrise, similar to the positive impact Big League Dreams' existing sports parks have had on other areas.

Section 1.2

Big League Dreams Concept

Private enterprise is increasingly helping local governments fill their need for more - and better – recreational sport facilities. Big League Dreams has become the nation's leader in this area and is committed to providing first-class sports and entertainment facilities.

Through public-private contractual partnerships, Big League Dreams helps cities and counties plan, design, construct, maintain and operate first-class recreational sports facilities that accommodate league and tournament play for youth and adults in baseball, softball and soccer, roller hockey as well as, depending on market considerations, demand and the type of playing surfaces available, basketball, volleyball, flag football and lacrosse.

You may know Big League Dreams for its stadium design baseball/softball fields inspired by famous professional baseball stadiums. Big League Dreams stadium design fields are scaled to softball and youth baseball dimensions, complete with quality infields, sunken dugouts, public address systems, electronic scoreboards and more. Big League Dreams gives the recreational athlete the chance to experience how it is to play in the "big leagues".

However, even though our stadium replica ball fiends have attracted much attention nationally, we are successful in operating other sports such as roller hockey and indoor soccer as well. In each Big League Dreams Sports Park, the facilities hosting roller hockey and indoor soccer are full to capacity, hosting youth and adult league play during the week, while attracting tournaments on the weekend that bring thousands of tourists to town.

Big League Dreams family-themed and oriented Stadium Club food and beverage concession facilities feature skybox-style glass walls enabling patrons to watch game action, indoor and outdoor seating, as well as TV sets for game replays and other Big League Dreams features which are popular in our existing parks.

Concessions help drive the viability of a public-private sports park. Big League Dreams takes great care in designing the food and beverage concession facilities for ease of access and proximity to the playing fields.

Our unique *Stadium Club* design enables spectators to remain inside during inclement weather and still watch games. We also offer a menu that is popular and priced competitively with local fast food, pizza-style and family-oriented restaurants. Our staff encourages Sports Park users to stay at Big League Dreams for their post game

refreshments the same way they currently gather for pizza after the game at other restaurants.

We also regularly host team pizza parties, birthdays, company parties, reunions, community awards dinners, charity fundraisers and corporate events, and have also held wedding receptions and funerals at our *Stadium Clubs*, the fieldhouse and fields.

Our pro-active programming of the facility encourages a Sports Park filled with hungry and thirsty patrons virtually 360 days each year. (Big League Dreams Sports Parks are closed for Christmas Eve, Christmas Day, Thanksgiving, New Year's Eve and New Year's Day).

When combining these facility features and professionally-run programs with a steady stream of community events, corporate and other group activities, concerts, Easter sunrise services, Fourth of July celebrations, dog and art shows and more, a Big League Dreams Sports Park becomes a unique, family-oriented facility that creates a "sense of community" too often lost in today's society.

Please refer to Attachment D of this proposal for pictures of existing Big League Dreams Sports Park features.

Section 1.3

Planning, Design and Construction Team

During the planning, design phase and construction consulting phase, several officers of Big League Dreams will be responsible for providing services to the City. (Biographies of all key personnel identified are set forth in Section 1.5.) They are:

- a. Rick Odekirk - Rick Odekirk, the Managing Director and Chief Development Officer of Big League Dreams, is in charge of all Big League Dreams expansion, and will be one of the City's primary contact points. He is the lead Big League Dreams contact for contract negotiations between with city and Big League Dreams, along with Big League Dreams CEO Scott LeTellier.
- b. Ron Odekirk – Ron Odekirk, Principal of Ballpark Designs, Inc. will serve as the Project Manager and acts as the City's primary contact. He manages the planning, design and construction consulting services phase of the project and coordinates efforts of all parties.
- c. Scott LeTellier - Scott LeTellier, the Chief Executive Officer of Big League Dreams, oversees and coordinates our legal and financial services and serves as the primary contact to the City Attorney's office and the City's finance staff.

- d. Wayne Odekirk - Wayne Odekirk, who serves as the Big League Dreams Construction Director, furnishes planning, design, and construction consulting services with a specific emphasis in procurement of materials and furniture, fixtures and equipment. Mr. Odekirk will be on-site periodically as needed.
- e. Bill Russell – the former Dodger All-Star shortstop and manager, Bill works with Big League Dreams as a member of our Community Relations team to assist the City in bringing a positive awareness to the project and heightening community enthusiasm and involvement.

Big League Dreams has exclusively contracted the services of Ballpark Designs, Inc., the principal of which is Ron Odekirk. Ballpark Designs is specifically responsible for providing planning, design and construction consulting services for new Big League Dreams Sports Parks and would serve in that role for the planning and design services aspects of the Sunrise project. Ron Odekirk would be the primary point of contact to the City's construction contractors and City building staff.

Section 1.4

Maintenance and Operations Team

Operations and Maintenance Phase

As the Sports Complex nears completion (approximately six months before it opens), several other Big League Dreams officers, listed below, prepare and implement the transition from a construction project to an operating sports park.

- a. Project Manager - Jeff Odekirk, the Managing Director and Chief Operating Officer of Big League Dreams, assumes responsibility for hiring and training the necessary staff; developing league, tournament, group business and special events programming; opening the concession facilities; and implementing Sports Park operating policies and procedures.
- b. Steve Navarro - Steve Navarro, our Vice President/Park Development of Big League Dreams, works with Jeff Odekirk to provide the same services listed above, with a specific emphasis on operating systems and league, player and tournament recruitment.

Section 1.5

Biographies of Key Personnel

Richard C. Odekirk

Rick Odekirk serves as the Managing Director and Chief Development Officer of Big League Dreams USA, LLC. Working with his father, Ron, and brother, Jeff, Rick has been the driving force behind the creation and development of Big League Dreams Sports Parks.

A top collegiate pitcher at the University of Southern California, Rick was drafted by the Milwaukee Brewers in baseball's 1979 free agent draft. He went on to spend 13 years in professional baseball with five organizations. In 1997, Rick joined his father and brother to build the first Big League Dreams Sports Park in Cathedral City, California, just outside of Palm Springs. The Odekirks' concept of building stadiums designs inspired by baseball's most famous ballparks – scaled to softball dimensions and situated in a multi-sport recreational facility – has earned wide praise and acclaim.

In 1998, Big League Dreams in Cathedral City was named “Sports Complex of the Year” by the Sportsplex Operators and Developers Association. In 1999, the League of California Cities presented Big League Dreams and the City of Cathedral City with the “Public-Private Partnership of the Year Award”. Later that year, Big League Dreams was named as the “Business of the Year” in Cathedral City. There have been many other awards presented to the company in recent years as well.

Throughout his baseball and business careers, Rick has been devoted to his Christian faith as a youth ministry leader and youth league coach. He has two sons, Tyler and Jordan, ages 14 and 10, and resides in Orange County, CA.

Jeffrey B. Odekirk

Jeff Odekirk serves as Managing Director and Chief Operating Officer of Big League Dreams USA, LLC. In his current role, Jeff is in charge of all Big League Dreams operations. Within the Big League Dreams USA holding company structure, he oversees all food and beverage, human resources and park operations functions.

Together with his father, Ron, and brother, Rick, Jeff played a significant role in mapping out the original concept and construction of Big League Dreams' first facility in Cathedral City, California, which began in 1997 as the nation's first and only public-private sports complex with stadium designs inspired by of age-old baseball parks.

Jeff was an All-Conference junior college shortstop before transferring to the University of Southern California, where he majored in sports marketing. He has

worked as a youth league coach and baseball instructor at all levels and has held various sales and marketing roles after graduating from USC and prior to founding Big League Dreams.

In addition to his work for the Odekirk family's real estate development business, he has held positions with the ESPN production department and the City of Glendale Park and Recreation Department and also served as a reporter and advertising representative for Cal-Hi Sports magazine.

Jeff, his wife Tina and their two children make their home in Rancho Santa Margarita, California.

Scott Parks LeTellier

Scott LeTellier is the Chief Executive Officer of Big League Dreams USA, LLC and also serves as acting Chief Financial Officer. In 1998, he and partners Ross Berlin (now Senior Vice President of the PGA TOUR) and John Talley developed a 17 field soccer park on 136 acres of land in Memphis, Tennessee for Outback Steakhouse, Inc., and in December 1999 acquired the long term operating lease for the complex

From its inception in 1989 through 1994, Scott was the Managing Director and Chief Operating Officer of World Cup USA 1994, Inc., the Organizing Committee for the soccer World Cup held in nine U.S. cities in the summer of 1994. He had responsibility for the day-to-day activities of the 600 plus full time staff of the Organizing Committee and its relationships with the Fédération Internationale de Football Association (FIFA), ISL Marketing AG and ABC Sports/ ESPN. Previously, he had served as one of the principal members of the United States bid committee, which in 1988 secured the right from FIFA to serve as the host country, and wrote the United States bid. On an operating budget of approximately \$350 million, the Organizing Committee produced a surplus in excess of \$50 million now being used to develop soccer in the United States.

Prior to joining World Cup USA 1994, Scott practiced corporate and securities law for five years with major firms in Newport Beach, California and commercial litigation and corporate law for three years in Los Angeles. From 1981-1984 he worked for the Los Angeles Olympic Organizing Committee, serving as legal counsel and holding, at various times, staff responsibility for 11 Olympic sports, including athletics (track and field), soccer and baseball.

Scott earned a Bachelor of Science degree with high honors from the University of Tennessee in 1975, majoring in statistics, and twice captained the Tennessee Volunteer varsity tennis team. From 1972 to 1974, he served as a representative of The Church of Jesus Christ of Latter-day Saints in Germany. Brigham Young University granted him a Juris Doctorate degree in 1978. Scott has been a resident of Palos Verdes Estates, California since 1992 and has four children.

Wayne Odekirk

Wayne Odekirk serves as Construction Director for Big League Dreams Consulting, LLC. Wayne troubleshoots and resolves all construction issues affecting Big League Dreams eventual maintenance and operation obligations, with particular attention to value and quality engineering.

Wayne has 30 years of development and construction experience, including 10 years (1986 to 1996) as Managing Partner of Austin Court Construction Co. of Orange, California. He oversaw the development of an 800-unit, single family residential tract which won a “Building Industry Award” for unique factory/site-built housing. Austin Court, under his direction, bid and constructed public works projects for the City of Orange and the Buena Park School District.

Wayne joined Big League Dreams during construction of the Cathedral City facility and refined the stadium wall designs to include “light steel” techniques. He also worked with the County of Riverside on final stage improvements and corrections to the Big League Dreams Jurupa Sports Park. He continues to explore alternative construction techniques to improve the quality and reduce the cost of Big League Dreams facilities.

He attended Glendale College and UCLA, where he majored in Business Administration with minors in Real Estate Development and Taxation.

He and his wife, Vicki, live in Corona, CA.

Steven G. Navarro

Steve Navarro is the Vice President/Park Development for Big League Dreams. He is responsible for the startup of each new Big League Dreams facility. He also presently oversees the development of the Big League Dreams tournament division and is co-chair of the annual budget process. Steve joined Big League Dreams in September 1998 as the first General Manager of the Cathedral City sports park.

Prior to joining Big League Dreams, Steve was a Corporate Director for Sportsparks of America. He developed the Sports Group, a player’s service and non-profit athletic organization. In the executive director role of this new division, he was responsible for the growth of the organization, membership benefits, the insurance program and a tournament series for member teams. He also worked on special projects that were instrumental to the strategic growth of the company.

In his 13-year tenure with Sportsparks of America/RecTech, Steve held senior managerial roles in several sports complexes throughout Arizona, California and Texas. His responsibilities included hiring and training of staff and creating and

developing sports, maintenance, accounting, marketing, food and beverage, computer and operational plans.

Steve has been in management of recreational sports facilities for more than 20 years. He has served as a director and national committee member for the United States Specialty Sports Association (USSSA) and Amateur Softball Association (ASA). He has presented seminars at the Sportsplex Operators and Directors Association (SODA). He has also served as a tournament director for several state, divisional, regional, national and world tournaments in various sports. In addition, Steve has been selected to manage men's slo-pitch softball teams that have participated in competitions in Hong Kong, China and the Bahamas.

Before entering the private recreational field, Steve was a sports cinematographer for the University of Arizona and the USFL and operated a motion picture film lab. He attended Arizona State University in Tempe, Arizona.

He and his wife Cheryl reside in Ontario, California, and together have four children.

Kevin Flora

Kevin Flora, our Vice President/Park Operations, oversees operations for all of the Big League Dreams facilities.

Kevin joined Big League Dreams in September 2001, starting in the sports department at the Mira Loma facility. He later helped open the Chino Hills facility as its Sports Director.

Prior to joining Big League Dreams, Kevin spent three years at Kingston Technology as a business development manager. His responsibilities included creating and maintaining business strategies with technology companies such as Microsoft and Intel.

Before entering the business world, Kevin spent 11 years in professional baseball, including two years in the Major Leagues with the California Angels and Philadelphia Phillies.

He has two daughters, Gabriella and Alexandra, and resides in Irvine, CA.

Hopkins Facilities Group, Inc.

Jeff Hopkins, *President*

Jeff Hopkins oversees and manages integrated services for Big League Dreams which includes business development, program and construction management professional services and financing. Prior to being named President of Hopkins Facilities Group, Jeff served as Vice of Development Manger for Hopkins Real

Estate Group, one the prominent public-private retail development companies in California Jeff was responsible for all phases of project development from the acquisition and entitlement phase through completion and operations of a project. During his role as Vice President of Development, Jeff was involved in the development of nine centers encompassing over one million square feet throughout Southern California.

Prior to joining HREG, Jeff was with CB Richard Ellis where he specialized in tenant representation on the office side. Jeff is an active member of ICSC, where he is a Committee Member of the ICSC Next Generation Program. Jeff graduated from UCLA with a Bachelor of Arts degree.

Thomas D. Lenny , *Vice President of Business Development*

Industry veteran Tom Lenny is responsible in assisting Big League Dreams with business development which includes visiting prospective cities and counties, performing site selection & analysis, demographic research, market analysis and making recommendations to Big League Dreams as to the suitability of potential partner cities and counties. Well-known and respected for his 30-plus years in commercial development, Tom's numerous relationships with high-level city officials play a key role in the continued growth and success of company's business. Prior to rejoining Hopkins Real Estate Group in 2006, Tom was responsible for site acquisition, development, and major tenant relations for Cousins' Western Region retail operations. His work for major California development companies included 18 years at Hopkins in the 1980s and 1990s.

Tom is an active member of International Council of Shopping Centers, the California Redevelopment Association, the Association of Corporate Real Estate Executives, and Urban Land Institute. Tom has a bachelor's degree in business and sociology from California State University in Los Angeles.

Jim Trammell, *Vice President of Program Management*

Jim Trammell has over 25 years of commercial experience in design, construction management and development and will be responsible for directing the Program Management Services for Big League Dreams. As a licensed Civil Engineer, General Contractor and LEED (Environmental Design) Professional, his diverse and professional background brings a unique approach to the development process. He understands and manages the balance between sensible design, quality and cost and has a proven track record in the successful development of many large-scale and complex projects (including mixed-use, high-rise and renovations) with demanding schedules.

Todd Niemann, *Construction Manager*

With over 25 years of experience as a Construction Manager, Todd will assist Big League Dreams with directing the Construction Management Services for Big League Dreams. Todd has many years of diverse experience in all facets of engineering, building, public works, commercial and development construction. As a Certified Construction Manager and a Licensed General Contractor, Mr. Niemann follows a process of professional management practices formulated to achieve the satisfactory completion of a construction project from conception through occupancy. Todd is a leader who manages this process and provides a program of management services and expertise tailored to Owner and project needs.

Section 1.6

Key Contractors

Ballpark Designs, Inc.

Ron Odekirk, *President*

Ballpark Designs, Inc., through its principal, Ron Odekirk, serves as a full-time, exclusive consultant to Big League Dreams in connection with its planning, design and construction consulting services projects. Mr. Odekirk is a former commercial real estate developer (primarily in the Glendale, California area) with over 40 years of experience. He played minor league baseball (a second baseman in the New York Yankees organization) and has played senior softball for many years. Mr. Odekirk researched and traveled to most of the leading softball complexes in the United States to learn their positive and negative features. This experience and his conviction that a better concept could be created inspired his sons Rick and Jeff to develop the initial Big League Dreams Sport Park in Cathedral City, and, specifically, to include the professional baseball stadium design features which have distinguished Big League Dreams Sports Parks from all others. With Mr. Odekirk's experience in the planning, design and construction aspects of nine similar sports parks, Ballpark Designs has developed an expertise it would lend to this project we believe is unrivaled.

William E. Russell

Bill Russell has worked for the last 10 years with Big League Dreams as a consultant responsible for community relations and new project development. He has 36 years of professional baseball experience, as a player, coach and manager. He appeared in more games than any other Los Angeles Dodger (2,181) in his 18-year major league career. He played in three All-Star Games and four World Series. Bill was a coach in the Dodger organization for 10 years and managed the team from June 1996 to June 1998. He also has coached in the Tampa Rays

organization and managed the San Francisco Giants Double-A Shreveport affiliate in 2001.

In addition to working with Big League Dreams, he is one of 13 field observers who report to the Director of Umpire Evaluation located in the Office of the Commissioner of Major League Baseball. Bill is responsible for evaluating the performance of all Major League umpires in accordance with specified criteria.

Bill is married to Susan, a life-long baseball fan. They live in Santa Clarita, California with their Yorkshire terrier, Porky. Daughters Amy and Cindy live in Tulsa, OK with their families. Susan and Bill have three grandchildren.

Section 1.7

Organizational Makeup

Each Big League Dreams Sports Park's operational responsibilities can be categorized in three broad areas as follows:

First, we typically engage a full time maintenance staff of 10 to 12 individuals who groom and maintain our fields to a "Big League" condition as well as furnish regular maintenance and repair to the concession facilities and other physical plant elements.

Second, we employ a concession staff that operates and services the concession facilities. These facilities typically produce greater than \$1 million in gross revenues annually and employ 40-50 employees, most on a part time basis.

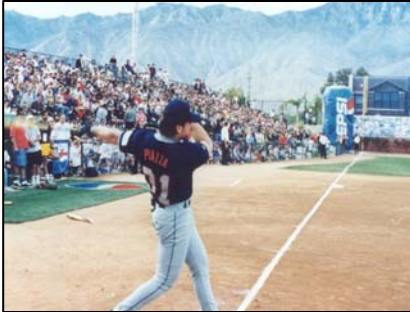
Third, our sports staff recruits teams, organizes competition, engages umpires and administers the rules and regulations which have been adopted to ensure the quality of the Big League Dreams experience.

Section 2 Public – Private Partnership Experience

Section 2.1

Big League Dreams History

In 1997, Big League Dreams, through a public-private venture with the City of Cathedral City, California (located a few minutes east of Palm Springs), created its first facility. Big League Dreams Cathedral City Sports Park, which has been operating successfully now for over 14 years, sits on 24 acres in the heart of the Coachella Valley and features five softball/baseball fields, three of which are stadium designs, scaled to softball dimensions, inspired by Boston's Fenway Park, Chicago's Wrigley Field and New York's Yankee Stadium.



Mike Piazza at the Pepsi Game in Cathedral City, CA.

This park, like our other parks, has hosted a tournament virtually every weekend since it opened. Most of these consist of teams from out of the area. The City of Redding (our fourth Park to open) concluded that through these tournaments and special events, the Big League Dreams Sports Park attracts more than 40,000 out of town visitors each year. According to Redding Visitors and Convention Bureau Director Bob Warren, this produced an annual economic impact in excess of \$16 million the first year of operation.

Various special events are held at our Parks throughout the year. NBC has broadcast the Pepsi All-Star Softball Game from the Big League Dreams Cathedral City Sports Park on multiple occasions. This game features 24 of the best professional baseball players playing softball to benefit the Juvenile Diabetes Foundation. Players have included Mike Piazza, Jason Giambi, Barry Bonds, Randy Johnson, Ken Griffey Jr. and others. Sports Illustrated and Government West Magazines as well as the Los Angeles Times, New York Times and Fox News have run prominent pieces on the Big League Dreams, (see Attachment B), giving our parks and government partners significant national exposure.

Big League Dreams has received numerous awards including:

- *2011 – American Public Works Assoc. Project of the Year (Las Vegas)*
- *2008 – Innovation Award for Design and Construction – DFW Metro Area Park & Recreation Director Association*
- *2008 Innovations in Park and Facility Development – Texas Recreation & Park Society Region II*
- *2003 & 2006 Best Sports Complex – USSSA (United States Specialty Sports Association)*
- *2000 Business Beautification Award – Jurupa Valley Chamber of Commerce*
- *2000 Desert Beautification Award – Coachella Valley*
- *2000 Best New Business – Jurupa Valley Chamber of Commerce*
- *1999 Business of the Year – Cathedral City, CA*
- *1999 Best Public/Private Partnership – League of California Cities*
- *1999 National Best New Complex of the Year – SODA (Sportsplex Operators and Developers Association)*

Section 2.2

Big League Dreams Expansion

Big League Dreams opened its second facility in the community of Mira Loma, California (in Riverside County's Jurupa Valley) in 2000 and has since opened eight more Parks in Chino Hills, California; Redding, California; League City, Texas; Manteca, California; West Covina, California; Gilbert, Arizona; Mansfield, Texas and Las Vegas, NV with another under construction in Perris Valley (Riverside County), CA. All are public-private ventures with local governments.

See Section 3.2 for a description of all Big League Dreams projects.

Future Big League Dreams Sports Parks have taken the first step in Folsom, CA and Lilburn, GA. In addition, Big League Dreams has been hired to provide consulting services to plan Big League Dreams Sports Parks in New Orleans, LA. Big League Dreams is approached by cities and counties across the U.S. weekly and has become the nation's recognized leader in the development and operation of recreational sport facilities, as well as for renovating and managing existing public parks.

With 10 parks operating in 2010, Big League Dreams welcomed well over 4.5 million recreational athletes and their supporters through our gates. In 2010, more than 10,000 adult softball teams and thousands of youth baseball teams played in leagues or tournaments in Big League Dreams Sports Parks. Hundreds of other teams played indoor soccer.

Section 3

Big League Dreams Existing Sports Complex Experience

Section 3.1

Big League Dreams Experience and Qualifications

Big League Dreams successfully maintains and operates recreational facilities in the following cities:

- Cathedral City, CA opened in 1998
- Riverside County (Jurupa Valley, CA) opened in 2000
- Chino Hills, CA opened in 2003
- Redding, CA opened in 2004
- League City, TX opened in 2005
- Manteca, CA opened in 2006
- West Covina, CA opened 2008
- Gilbert, AZ opened in 2008
- Mansfield, TX opened in 2008
- Las Vegas, NV opened in January 2010

A summary of the projects for which Big League Dreams has provided planning, design and construction consulting services and maintenance and operations expertise is included as 3.2.

Big League Dreams possesses expertise in multi-sport recreational facilities exceeding that of any other company in the United States. We are unique in our ability not only to help cities plan, design and construct a sports park, but also to operate and maintain it to a higher level once completed. Our hands-on experience in sports park operations, in turn, continues to improve our future planning and design expertise.

We have planned, designed and now operate sports parks that accommodate multiple sports and multiple events simultaneously. On a typical night, one might expect to see youth baseball league games while soccer is being contested and a company picnic or dinner is also being enjoyed – simultaneously. Big League Dreams' ties to professional sports through Big League Dreams team members Bill Russell, Scott Sheldon and Kevin Flora (all former major leaguers) afford us the ability to bring in well-known athletes for sports clinics, tournaments or special events, thereby furthering the "big league" atmosphere of the sports park.

Pete Rose, Dusty Baker, Fred Lynn, Goose Gossage, Maury Wills, Ron Cey, Davey Lopes, Rollie Fingers, Vida Blue and "Blue Moon" Odom are examples of the hundreds of professional athletes who have appeared in existing Big League Dreams Sports Parks. Wynonna Judd, John Ratzemberger (Cheers' Cliff Claven) and The Hollywood All-Stars (softball teams made up of TV and movie stars) are examples of the many Hollywood celebrities who have also participated. The Adam Sandler-produced film

“Benchwarmers” was shot on location at the Big League Dreams Chino Hills Sport Park in 2006.

Since opening, league participants, tournaments and special/group events have become increasingly more popular at each of our existing parks.



Bobby Thomson recreates the historic “shot head ‘round the world” in the Polo Grounds stadium design at Big League Dreams Juruna.

Big League Dreams programs all aspects of the sports parks that we operate, with the exception of youth leagues that request to do their own scheduling. This includes leagues and tournaments for a variety of sports and age groups. Big League Dreams Sports Parks are sanctioned by the USSSA, AMCOM, AFA, ASA, PONY and others. Group and corporate events, special events and camps and clinics are also included in our programming.

Big League Dreams is particularly proud of its role in furthering girls and women’s softball. Numerous high school and club girls’ softball teams play their home games at Big League Dreams Sport Parks each year and the premier NCAA Division 1 women’s softball tournament is played each year at the Big League Dreams Cathedral City Sports Park.

With more than 55 cumulative years of operating history, Big League Dreams has a track record of success. All of our 10 existing parks are financially viable, saving our public partners an average of more than \$400,000 each year in maintenance costs while generating direct city revenue from our revenue sharing agreements. In addition, Big League Dreams pays its city/county partners an average of \$350,000 - \$400,000 per year in direct payments, and helps generate TOT hotel revenue taxes, sales tax, and additional visitor spending – all while serving *more* of their families with first-class recreation facilities.

In each case, our public partners were in need of more sports/recreation facilities and were planning to spend public funds to build or upgrade those facilities – with or without Big League Dreams. Thus, our city/county partners have been responsible for all land costs and capital construction funds – as well as the ongoing maintenance and operations costs of their own recreation facilities. Not so with Big League Dreams, in regards to our standard long-term lease and revenue sharing history. In this formula, we are responsible for the costs associated with operations and maintenance and share the revenues with our City/County partners, creating a ‘win-win’ for the City and its residents.

Section 3.2

Big League Dreams Existing Sports Complexes

1) Cathedral City, CA (opened April 1, 1998)

Description: Five baseball/softball fields (three stadium design fields); covered multi-sport pavilion; Stadium Club family style, sports-themed concession building; additional food and beverage concession building and patio; administration office; batting cages and instructional area; children's playground; four sand volleyball courts; maintenance facilities; and passive park on 24 acres. Big League Dreams planned, designed and built this facility on City owned property and maintains and operates the sports park at no cost to the City through a long-term maintenance and operations agreement.

Construction Cost: \$6.4 million

2) Mira Loma (Jurupa Valley, Riverside County), CA (opened April 22, 2000)

Description: Five baseball/softball fields (three stadium designs fields); two additional youth baseball/softball fields; covered multi-sport pavilion; Stadium Club family style, sports-themed concession building; additional food and beverage concession building and patio; administration office; batting cages and instructional area; children's playground; three sand volleyball courts; and maintenance facilities on 30 acres. Big League Dreams provided planning, design and construction consulting services in cooperation with the County's design/build team. The County constructed the facility on County owned land. Big League Dreams maintains and operates the sports park at no cost to the County through a long term agreement.

Construction Cost: \$8.5 million (a design/build contract)

Financing: Available County funds

3) Chino Hills, CA (opened January 7, 2003)

Description: Six baseball/softball fields (all stadium design fields); covered multi-sport pavilion; two Stadium Club family style, sports-themed concession buildings; administration office; Big League Dreams headquarters office; batting cages and instructional area; two children's playgrounds; four sand volleyball courts; and maintenance facilities on 35 acres. Big League Dreams provided planning, design and construction consulting services to the City, which constructed the facility on City owned land. Big League Dreams maintains and operates the sports park at no cost to the City through a long term agreement.

Construction Cost: \$13.1 million (including site drainage costs, offsite infrastructure improvements and company offices)

Financing: Available City funds and General Obligation Bonds

4) Redding, CA (opened July 31, 2004)

Description: Five artificial turf baseball/softball fields (three stadium design fields); full multi-sport, enclosed "fieldhouse" gymnasium; Stadium Club family style, sports-themed concession building; additional food and beverage concession building and patio; administration office; batting cages and instructional area; two children's playgrounds; four sand volleyball courts; and maintenance facilities on 30 acres.

Big League Dreams provided planning, design and construction consulting services to the City, which constructed the facility on City owned land. Big League Dreams maintains and operates the sports park at no cost to the City through a long term agreement.

Construction Cost: \$12.4 million (including environmental mitigation costs and offsite infrastructure improvements)

Financing: Available City funds and State Grants

5) League City, TX (Houston) (opened June 2005)

Description: Six artificial turf baseball/softball fields (all stadium design fields); one covered multi-sport pavilion; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; two children's playgrounds; basketball courts; skateboard park; four sand volleyball courts; and maintenance facilities on 34 acres. Big League Dreams provided planning, design and construction consulting services to the City, who constructed the facility on City owned land. Big League Dreams will maintain and operate the sports park at no cost to the City through a long-term maintenance and operations agreement.

Construction Cost: \$15.9 million

Financing: General Obligation Bonds

6) Manteca, CA (opened October 21, 2006)

Description: Six baseball/softball fields (all stadium design fields); covered multi-sport pavilion; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; two children's playgrounds; four sand volleyball courts; and maintenance facilities on 30 acres. Big League Dreams provided planning, design and construction consulting services to the City, which constructed the facility on City owned land. Big League Dreams maintains and operates the sports park at no cost to the City through two long term agreements.

Construction Cost: \$22 million

Financing: Available City funds and General Obligation Bonds

7) West Covina, CA (opened January 9, 2008)

Description: Six baseball/softball fields (all stadium design fields); covered multi-sport pavilion; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; two children's playgrounds; four sand volleyball courts; and maintenance facilities on 30 acres. Big League Dreams provides planning, design and construction consulting services to the City, which constructed the facility on a closed Class III landfill. Big League Dreams maintains and operates the sports park at no cost to the City through a long term agreement.

Construction Cost: \$21.9 million

Financing: Available City funds and General Obligation Bonds

8) Gilbert, AZ (opened January 9, 2008)

Description: Eight baseball/softball fields (all stadium design fields); one covered multi-sport fieldhouse; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; one children's playground; four sand volleyball courts; and maintenance facilities on 40 acres. Big League Dreams provided planning, design and construction consulting services to the City, which constructed the facility on City owned land. Big League Dreams maintains and operates the sports park at no cost to the City through a long term maintenance and operations agreement.

Construction Cost: \$34.5 million

9) Mansfield, TX (Dallas) (opened March 2008)

Description: Eight artificial turf baseball/softball fields (all stadium design fields); one covered multi-sport Field House; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; two children's playgrounds; four sand volleyball courts; and maintenance facilities on 45 acres. Big League Dreams provided planning, design and construction consulting services to the City, which constructed the facility on City owned land. Big League Dreams maintains and operates the sports park at no cost to the City through a long term maintenance and operations agreement.

Construction Cost: \$24.5 million

Financing: General Obligation Bonds and Tax Revenue Bonds

10) Las Vegas, NV (opened January 2010)

Description: Six artificial turf baseball/softball fields (all stadium design fields); covered multi-sport pavilion; two Stadium Club family style, sports-themed concession buildings; administration office; batting cages and instructional area; two children's playgrounds and maintenance facilities on 35 acres. Big League Dreams provided planning, design and construction consulting services to the City. Big League Dreams maintains and operates the sports park at no cost to the City through a long term agreement.

Construction Cost: \$25 million

Section 4

Proposed Programming and Use of Complex

Section 4.1

Proposed Programming and Use of Complex

There are a variety of ways that Big League Dreams works with municipalities throughout the country. In the case of Sunrise, we would like to discuss what your needs are, and then tailor our proposal to fit your needs. However, we believe the following is what would serve your community the best, while at the same time give the Park the ability to succeed financially--while also giving the city the economic benefits that a Big League Dreams Park typically brings.

Based on the research we have done on your community and its current sports programs, we would like to have you consider the following proposal. If this is of interest to you, we would be pleased to sit down with representatives of Sunrise, and negotiate a partnership that could contain the following points:

* Big League Dreams would provide a minimum of \$2 million of financing to upgrade the park, which would include the following proposed programming and use.

- Converting at least two of the existing rinks to indoor soccer fields, which would be outfitted with modern artificial turf playing surfaces. This artificial turf has proven to be extremely popular among indoor soccer players in our current BLD parks and soccer facilities.

Big League Dreams has found indoor soccer to be in great demand among all age groups in all of the cities we are operating in, and it is our belief that Sunrise would benefit greatly by converting at least two of these rinks to accommodate your city's soccer needs.

-Providing covering over each rink/field, offering shade and protection from the elements to your athletes and the spectators.

-Big League Dreams would add one of our Stadium-Club concession facilities, which would contain indoor and outdoor seating. These are a step up from the typical park concession stand, and have a proven track record of helping make our parks and programs profitable, while enhancing the experience for the athletes and families that enter the park.

Section 4.2

Proposed Maintenance and Operations

A significant reason for Big League Dreams' growth and popularity is the Sports Park's positive effect on municipal budgets. In our standard Big League Dreams maintenance and operations agreement ("MOA"), Big League Dreams has shown (through a proven track record and by contract) that the City will incur no maintenance or operational costs for the Sports Park – these become the responsibility of Big League Dreams. In a different scenario, Big League Dreams enters into an agreement with cities which want us to simply manage the city's park for them. This is comparable to the concept cities and counties throughout the country have been using for years, in which cities employ private businesses to manage and maintain their city-owned golf courses.

Using a similar concept, in some cities Big League Dreams operates and maintains the city's (or county's) sports complex on their behalf. Again, Big League Dreams' track record gives the municipality the ability to avoid the maintenance and operational costs which are typical in any city-run complex.

By improving the park's concessions revenue, and upgrading the park so that the experience attracts more users, sponsorship opportunities, and other revenue-generating opportunities, the municipality retains ownership and complete control of the park while eliminating, in most cases, all of the maintenance and operational costs of the complex for its citizens.

Both of these formulas create a win-win partnership for municipalities at a time that cities need a proven way to provide quality recreation for their citizens – without the expensive maintenance costs.

Section 5 Our Approach

Section 5.1

The Big League Dreams Approach

Big League Dreams believes its experience and success in the planning, design, and construction of privately-operated sports parks is a result of its commitment to provide a “big league” experience to the average recreational player, youth or adult, male or female. ***Every Big League Dreams Sports Parks is first and foremost a Community Park – meeting the needs of local youth and adult players.*** Our focus is not on professional sports. Rather, we seek to create an opportunity for athletes of all economic levels, ages, all skill levels and both genders to play in a safe, clean environment on fields maintained to an unrivaled standard -- with features available only in a Big League Dreams Sports Park.

Our approach to operating and maintaining our sports parks exemplifies similar quality. Through our stringent hiring practices, employee training programs and standards of conduct we are able to provide a safe, clean, friendly atmosphere for patrons. Further, Big League Dreams relieves municipalities of any operational or maintenance responsibility or cost once the sports park is built through long-term maintenance and operations agreements.

Our parks are operated cooperatively with our public partner’s Parks and Recreation Department, the local sports organizations and the community (see reference letters from Mark Cresse, Bob Burk, Craig Ciandella and Ron Kerr in Attachment A).

The needs of the local youth organizations are considered as the ***top priority*** when scheduling playing time on the fields. Particularly in Sunrise, Big League Dreams feels that our emphasis on high customer service, our unique approach to design and construction and our willingness to work cooperatively with local sports organizations will create for Sunrise a facility that meets and exceeds the expectations of its youth and adult recreational teams, as Big League Dreams has done in other locations.

Big League Dreams Consulting, LLC would provide program and construction consulting services to Sunrise. Big League Dreams Sunrise, LLC would be the company providing operations and maintenance services for the Sports Park. The Sports Park General Manager will most likely be transferred from an existing Big League Dreams Sports Park to open the new Big League Dreams Sunrise Sports Park. ***All other operations personnel typically would be hired locally.*** The Big League Dreams Sunrise Sports Park (as is the case in other Big League Dreams Sports Parks) will employ a variety of staff including a General Manager, Sports Director, Sports Coordinators, Food and Beverage Director, Restaurant Managers, Maintenance Director and many other full and part time positions. The local hiring and training for these positions will begin up to six months before the Sports Park opens, often at the expense of Big League Dreams.

Section 5.2

Financial Structure/Participation

All Big League Dreams Sports Parks are city/county owned and built. The park remains the capital asset of the municipality and Big League Dreams operates the park on behalf of our governmental partner much like libraries and museums in some cities around the country. Whereas the development or renovation in Sunrise has yet to be entirely defined the cost of such a project is also not known at this time.

Whereas the development or renovation in Sunrise has yet to be entirely defined, the cost of such a project is also not known at the time. However, Big League Dreams does have a proven history of operating indoor soccer and roller hockey which cannot be equaled by any other operator in the country. Based on our currently operating parks, we can show you a financial proforma that is taken from actual operations of Big League Dreams facilities.

Based on our experience, we can present to you projections that will show that an updated Sunrise Commerce Park is expected to generate between \$400,000 and \$500,000 of net revenue each year.

Big League Dreams is also prepared to negotiate a revenue sharing formula that not only relieves the City of all maintenance costs associated with this complex, but also will create a revenue stream for the City for years to come. Each of our 10 parks currently operating has a partnership of this nature and formula, and we can structure a similar agreement with Sunrise that would be equally successful as our other partnerships.

Section 5.3

Turnkey Project Delivery Method

Big League Dreams Consulting LLC specializes in partnering with local, county, and state agencies to provide program and construction management at risk professional services for the delivery of the Sports Park. We provide a privately capitalized turnkey project delivery model that encompasses a seamless combination of development and capital services. Big League Dreams Consulting retains the entire project team and provides a single point of contact and management of the entire construction and financing process. Our Program is a unique tool that allows public agencies to utilize full-service program management and construction management services for the delivery of the Sports Park, while shifting the project's financial risk, costs and burden to National Finance as the public-private investor, while the agency retains full control over the facility as in a traditional project delivery.

Big League Dreams has exclusively contracted the services of Ballpark Designs, Inc., the principal of which is Ron Odekirk. Ballpark Designs is specifically responsible for

providing planning, design and construction consulting services for new Big League Dreams Sports Parks and would serve in that role for the planning and design services aspects of the Sunrise project. Ron Odekirk would be the primary point of contact to the City's construction contractors and City building staff.

Big League Dreams has also exclusively contracted with Hopkins Facilities Group ("HFG"). HFG as a program management and construction management firm provides Big League Dreams with turnkey program and construction management at risk professional services and financing for the delivery of the Sports Park. Hopkins Facilities Group offers a select group of industry-leading program management and construction professionals that provide Big League Dreams turnkey delivery specializing in design coordination and management, cost estimating, scheduling, financing, construction management, and overall program management services.

Turnkey "At-Risk" Project Delivery

Turnkey "At-Risk" Project Delivery provides turnkey project services, including design, program management, construction management and financial services for a Guaranteed Maximum Price ("GMP"). We will provide a GMP at the completion of the schematic design phase and will provide an "open-book" accounting of all costs incurred during the course of the project. Acting in a fiduciary capacity, all costs will be reported (and available for audit). We take all risk that is normally borne by the municipality for change orders due to errors and omissions in the drawings, lack of drawing coordination, cost escalation and contracting errors. We will also bid the project out in adherence to the public contracting code to pre-qualified trade contractors to ensure the most competitive bids are obtained and the greatest possible performance realized. Monthly cost forecasts against GMP budget will be provided as well.

The fundamental principle of this delivery method dictates that the traditional linear method of design-bid-build be replaced with a tightly collaborative team made up of all project stakeholders from planning to close-out. To be effective, members of the team must commit to a true partnership, where leadership is shared by the respective parties most appropriate to a particular phase of work.

Early contribution and input from all parties involved greatly reduces the number and scope of design changes down the road. The big tent approach is an investment by the team and the City of Sunrise to visualize the best solution in advance. It saves money, improves the quality of the job, and shortens the construction schedule.

Program Management Approach

Big League Dreams, Program Manager, Hopkins Facilities Group, is not simply a program management firm, but rather a group of professionals consisting only of principals with vast experience in the delivery of large complex civic and governmental projects. We believe that in the complex and challenging arena of large-scale building development that there is no substitute for the leadership and experience that comes from

the day-to-day involvement of its principals.

Our program manager proposed for the project has over 26 years of experience in the design, construction and development industry, as well as professional licenses in both the design field (civil engineering) and construction industry (general contractors “B” license). In addition, he has served as Regional Manager for a Southern California division of one of the largest commercial contractors on the West Coast. This background results in a comprehensive approach to deliver projects on-time, ensuring that facilities are designed to a pre-established budget, resulting in buildings that meet all of the clients’ needs both functionally and aesthetically. He has been successfully involved in eight projects for California cities, including City Halls, Libraries, Community Centers and Parks.

A “hands-on” approach every step of the way is the key to our track record of results and performance. Our primary approach is to serve as a direct extension (i.e. surrogate staff) to the City’s team in the execution of the work. We understand the balance of functioning both as a leader and as a member of a City’s overall team. We have had significant experience in projects for City governments, where such an approach is especially beneficial and where the balancing of the various stakeholders’ interests are uniquely critical. We will serve to the degree the City expects and permits, in public dialogue and presentations regarding the project. Overall, we will provide the leadership and discipline required to move the project forward and ensure its’ success.

Since we are accustomed to delivering projects “at-risk” (guaranteed cost of design and construction for fixed fees), our typical approach as a fiduciary requires an even greater degree of cost control, quality assurance and performance. Our organization’s culture is built around this premise and we bring this same approach, level of involvement and management style to all projects whether we are “at-risk” or not. We prefer to contract for a fixed-fee (rather than a percentage of the construction cost), thereby providing no incentive for the contract sum to increase via change orders. This works especially well for projects delivered with a “fast-track” method where construction commences prior to completion of design and the design is broken into appropriate individual bid packages.

We are very selective about the projects we propose on, as we must ensure that we have the principal-level resources available to successfully and properly perform the program management services required. Our excellent reputation in the development community is invaluable to us and we view every project successfully executed as an opportunity to expand our list of satisfied clients.

Project Orientation/Protocol

We would propose a project orientation as the first task of business, in which our project team will meet with the City team, architect (once selected) and our construction manager to establish protocols and methods for working together, lines of communication, formats and schedules for communications, key near-term meeting dates and other factors. We will obtain and review all key information related to the project planning and history to

ensure that our services commence immediately according to City's expectations.

Our approach to assuring that City input is timely and that City has timely review of project status is to establish a total project schedule early-on and to provide for a systematic update of it. All updates and changes are documented and explained in clear language for City's review. We also include City-mandated project milestones and points of essential input or review by the City team. In all cases, the City is notified in advance of each such scheduled input, so that it may prepare materials in an orderly manner.

In situations where City input and review is needed rapidly or on short notice, we use channels of communication that are established upfront in the process. This allows for rapid-response protocol to be undertaken and for clear documentation of the steps taken and outcomes achieved.

Timely Completion and Schedule Management

Our ability to develop and maintain a project's schedule by "driving" the process is hallmark in our success for working for public agencies. We strongly believe that by aggressively and proactively managing the project, our team members can produce positive results by means of timely completion.

Big League Dreams' "whatever it takes" attitude has produced a remarkable public agency track record of success in a segment that has historically experienced significant delays and under-performance. Scheduling is a key strength of our project team, performed by principals with over thirty years of direct scheduling experience with contractors and construction managers.

Our team has extensive experience in computerized software such as SureTrak and Microsoft Project and creating schedules that clearly indicate a project's critical path. We are very aware however of the "garbage-in, garbage out" principle, whereas the real value in a project's schedule is true proper planning and proactive management of the various activities that make up a complex civic facility's schedule. Should certain activities fall behind schedule, we have a wealth of experience in developing options to accelerate future activities.

We bring a great value to our clients in our understanding of costs and productivity in the negotiation of change orders. They are reviewed very carefully and checked for material pricing, quantities, equipment rental rates, wage rates, hours worked and associated mark-ups. We will negotiate on behalf of the City in an effort to only recommend approval for what we feel is legitimate and fair for the specific change being requested.

We will also employ our experience in managing changes by offering either value engineering or alternate solutions to contain costs. We have been successful in providing alternate solutions, cost cutting measures, design alternatives or other methods that produce the most economical solution proposed changes.

The end result of this multi-faceted approach during the design and construction phase has led to a track record of success in cost control and maintaining baseline budgets.

Design Management Approach

The three main focuses on our design management are the disciplining of the design process to ensure that budgets are maintained (and that scope “creep” does not occur), that schedules are maintained and that drawings are tightly coordinated and reviewed in order to minimize any potential change orders.

Upon establishment of an initial project budget (after concept design), detailed construction estimates are prepared at various milestones (schematic design, design development and 90% working drawings) to ensure that budgets are being maintained along the way. The most important phase as it relates to budget maintenance is during schematic design during which the various building systems are defined (structural, mechanical, electrical, building “skin” and envelope, vertical transportation, etc.). It is at the completion of this phase where different system options can be evaluated for cost and performance and the best system “fit for purpose” is selected. At each phase of design we will evaluate a multitude of value-engineering options and make recommendations to the City for review and approval (not strictly cost reduction based upon quality reducing measures) Design management requires a disciplined oversight and management of the design professionals balanced against achieving the City’s goals of producing a building that will stand the test of time and achieve aesthetic goals as well.

Finally the process of ensuring a constructible, complete and coordinated set of design drawings and documents cannot be overstated. At the completion of each critical phase of work (Schematic Design, Design Development and 90% Working Drawings), we will conduct a thorough and detailed review of all of the drawings (architectural, mechanical, electrical, structural, civil and landscaping) and produce a detailed Constructability Review Report. The implementation of the results of these reports will ensure that construction is both as efficient as possible and that change orders are held to an absolute minimum. It will also ensure that we are able to produce comprehensive bid packages for construction bidding.

Budget Management Approach

Early on in the project we will establish a “baseline budget” on behalf of the City. We will work with the architects and engineers to indentify all components of the project budget including all “soft costs” (design costs, consultant’s fees, insurance, etc.) and “hard costs” (construction costs and furniture, fixtures and equipment) in order to produce a master Schedule of Values (SOV) for the project.

During the design phase, our team will produce detailed CSI format construction estimates upon completion of each critical phase (schematic design. Design Development and 90% Working Drawings) that will be reviewed and approved by the City (along with

value engineering options and life-cycle analysis for various building components) to ensure that budgets are maintained.

Upon establishment of an approved project budget and awarding of contracts for the construction phase, the need to control the change order process becomes critical. We will closely monitor the potential for change orders through the conductance of weekly project meetings, review of RFI's and submittals, communication with design team members, review of Contractor's daily reports and daily site visits that can determine if change orders may be forthcoming. If change orders are required, we will utilize written and detailed procedures that dictate how change orders are documented, produced, reviewed and approved by the City.

We bring a great value to our clients in our understanding of costs and productivity in the negotiation of Change Orders. They are reviewed very carefully and checked for material pricing, quantities, equipment rental rates, wage rates, hours worked and associated mark-ups. We will negotiate on behalf of the City in an effort to only recommend approval for what we feel is legitimate and fair for the specific change being requested.

We will also employ our experience in managing changes by offering either value engineering or alternate solutions to contain costs. We have been successful in providing alternate solutions, cost cutting measures, design alternatives or other methods that produce the most economical solution proposed changes.

The end result of this multi-faceted approach during the design and construction phase has led to a track record of success in cost control and maintaining baseline budgets.

Quality Control and Assurance Approach

During the constructability reviews, we will work to identify (based upon our experience), the critical areas of quality control that will require in depth Quality Assurance and Quality Control Programs, to be developed by the Construction Manager and overseen by Hopkins Facilities Group. These areas include structural frame (which dictates the quality going forward for any project), concrete, the building envelope (where 90% of construction related defects occur) and high-end finishes (light fixtures, stone, tile, wood veneers, etc.). We will recommend that the City retain (or Program Manager if desired) a waterproofing and roofing consultant to ensure that water-related issues are avoided.

During construction, we will coordinate all required project inspections and reports. We will ensure that the various City inspectors are contacted by the Construction Manager according to City requirements and will attend meetings/on-site inspections on a case-by-case basis to ensure that all work is being constructed and approved according to plans, specifications and schedule.

The oversight of the Construction Manager's Quality Assurance and Quality Control Programs is very important to the success of any project. We will establish a protocol

with the Construction Manager to ensure that the work that is performed on a day-to-day basis is in compliance. We will also require that the Construction Manager submit a project specific QA/QC program that specifically outlines and addresses the critical issues and areas that we identify during the design phase of the project. We will also require that the Construction Manager designate an on-site team member as QA/QC manager to be responsible for conducting walk-throughs and to perform periodic checklists to ensure that all work complies with the QA/QC manual. All deficiencies will be documented and all remedial work will be managed by Hopkins Facilities Group and the necessary consultants.

Approach to Prequalification/Bidding

We will ensure that the proposed bidders have the experience, financial strength and track-record (minimal change order/litigation/claims history) to ensure that the bidders are truly “qualified” to deliver the project on-time, with the desired quality and free from claims.

Once the City authorizes the advertisement of bids, our project team will assist in this effort to ensure that quality pre-qualified bidders are solicited and that the process complies with the Public Contracting Code and City bid procedures. Advertisements will be placed in local media, as well as in published trade journals to maximize exposure and interest for the project. our project team will conduct pre-bid meetings with the City and Architect and also assist with the bid RFI process.

One of the keys to the financial success of a project is the careful preparation of the project bid scopes (especially in the case of multiple prime bidding). We will help ensure that the scopes of work are complete and not overlapping to prevent unnecessary costs and to minimize potential claims.

With the assistance of our project team, the City will conduct the public bid opening(s). Once received and opened by the City Clerk, our project team will review the bids to determine if the bids are both responsive and responsible. We will check all bid forms, bid bonds, non-collusion affidavits, license information and other specific bid information in order to recommend the lowest responsible bidder to the City Staff/City Council. Once the recommendation is made by our project team and accepted by City, the Notice of Award can be prepared and City Council meeting agenda calendared.

Approach to Construction Management

In this turnkey delivery method, the Construction Manager is retained at the beginning of the design phase and participates in the design and pre-construction phases. The Construction Manager acts as the general contractor and holds and manages the subcontractors procured through a competitive bidding process. The following is an overview of our **unique** approach to managing all aspects of the construction process.

Our proposed program manager for the project has over 25 years of proven hands-on

experience directly in the commercial construction field, including positions as Project Engineer, Project Manager, Director of Preconstruction, Project Executive and Regional Manager for an ENR Top 100 general contractor.

This vast experience is invaluable in **proactively** managing all aspects of the construction process as his expertise exceeds that of the general contractor's team whom he is managing. The main hallmark of our proactive approach is to drive decisions (time = money) and responses with an attitude of "whatever it takes" to attain the project goals for schedule, quality and cost control. Our approach is one of a fiduciary with an oversight and management of the construction monies as if they were our own. In this capacity, we are truly acting as an extension of the City's staff and not simply as a construction management consultant.

This experience includes the active oversight and management of all aspects of the construction process including some of the key tasks as follows:

- a. Submit written regular (monthly or at any interval as requested) progress reports to the City. We will not only document the project's activity progress, but provide an overview of the project's status including schedule, budget, change orders, consultant's performance, payment application status, jobsite safety, labor compliance and other information deemed necessary for the City's benefit.
- b. Oversee the daily construction activities onsite (daily site reviews are mandatory to truly monitoring the "pulse" of the project). Ensure that the construction manager's daily logs are being kept and maintained accurately, as well as including subcontractor labor forces, deliveries, weather impacts and other factors that help avoid delay claims by the Construction Manager. Ensure that RFI's are being responded to by the design team on a prioritized and as-needed basis.
- c. Ensure that weekly progress videotaping and progress photographs are being maintained by the Construction Manager (including a monthly set of site aerial photographs). This important documentation will be included in the monthly progress reports to the City and project website updates, as well as documentation in the review of potential claims by the Construction Manager.
- d. Establish a web-based project management system in conjunction with the Construction Manager that will allow all team members to review in real time (and at point in time) the status of the project's design documents (most current), submittals, RFI's, change order requests, change orders, project schedule updates as well as a web-cam to review real-time progress.
- e. Oversee all required inspections including the required special testing and inspections as required by the City and project documents. We will attend all key inspections as necessary to ensure that work is being completed in accordance with the project documents. We will also manage this process to ensure that monies are not being unnecessarily expended or when re-inspections are required, that the

responsible party pays for the associated costs.

- f. Review, negotiate and recommend for approval (where appropriate) all Construction Manager change order requests. We will determine first the legitimacy of the change order request and then carefully review a detailed labor and material breakdown to ensure that the material quantities and labor hours are accurate, fair and “market-rate”.
- g. Certified Payroll Compliance: Ensure that all certified payroll reports (by trade) are submitted with monthly payment applications. We will review against published current prevailing wage rates and submit to City for filing.
- h. Review and recommend for approval all Construction Manager monthly Payment Applications. We will first review a “pencil draft” with both the architect and Construction Manager to confirm the progress and work in place. Once approved we will then forward to the City with a recommendation for payment.
- i. Substantial Completion – We will oversee and confirm the attainment of the Certificate of Substantial Completion. We will conduct walk-throughs with the Architect, Construction Manager and City staff members to ensure that the building has achieved beneficial occupancy.
- j. Prepare detailed punchlists in conjunction with the Architect, City Staff and Construction Manager. Each discipline (architecture, mechanical engineering, electrical engineering, landscaping, civil engineering and f.f.e) will be reviewed separately to ensure the quality of the punchlist walk-throughs. We will ensure that the punchlists are published, distributed and completed in a timely and effective fashion.
- k. The close-out of a project is one of the most important of any of the phases. We recognize this upfront and start by ensuring that as-builts are maintained daily by the Construction Manager and ultimately recorded in a fashion satisfactory to the City’s record keeping division. We also ensure that close-out materials (warranties, operation and maintenance manuals, attic stock materials) are produced in a timely fashion and that the required systems training is conducted for the required City Staff and/or facility maintenance personnel. Training will be documented and video-taped for inclusion in close-out records.
- l. Filing of Notice of Completion will be managed with the City at the appropriate time and we will work in conjunction with the Architect and the Construction Manager to produce a Certificate of Final Completion to be executed by all required parties. We will also review final Application for Payment for completeness and forward to City for approval.

Financial Structure

Financing Sources

100% of project costs or a portion of the cost could be funded privately by National Standard Finance.

National Standard and its managed investment vehicles are institutionally capitalized by world class institutional investors and leading investment banks. Their team of investment managers, underwriters and transaction professionals are experienced and dedicated to the highest level of integrity and ethical standards. National Standard's investments are long term in nature with an average life of twenty years per investment.

Historically, municipalities and government agencies have utilized bond financing to construct government buildings and to fund infrastructure. Deteriorating economic conditions, voter discontent and other issues have often stalled proposed projects. National Standard can provide flexible and efficient Public-Private Partnership based financial alternatives enabling projects to proceed via credit backed and lease structures on a timely and cost effective basis.

A Prudent Treasury Management Tool

National Standard's proprietary process of deploying capital and subsequently managing the capital projects themselves provides a capital management tool that allows corporations and public jurisdictions to use and control essential real estate assets without employing prohibitive amounts of debt and equity capital in an illiquid, poorly perceived asset class.

Flexibility

The combination of low cost equity, together with more efficient and streamlined leveraged strategies, comprises the key components of cost effectively developing, acquiring and controlling real estate. We are committed to combining those efficiencies with lease structures that provide immediate lower opportunity costs. Opportunity costs arise from stringent and inflexible financing arrangements that result in lower corporate profitability potential and greater liability.

When it comes to profitability, our leases are designed to enhance the operator's control of the asset, providing virtually the same authority over the asset as ownership, while keeping the potential for high profitability available. We can design a lease to meet both price and opportunity cost expectations including friendly renewal options and purchase options.

Lower Cost of Capital

National Standard developed an efficient and below market capital structure which we

pass on to our customers by helping them to reduce cost of capital and controlling critical operational assets without the normal equity requirements and reduction in restrictions and covenants typically associated with borrowing.

Our reduced all-in cost is derived from our ability to leverage real estate and other assets and cash flow streams better and more efficiently than our customers can.

Benefits include:

- No upfront investment or special incentives required from the City.
- Provide longer-term fixed cost capital (15-30 years) than is available from traditional debt sources.
- Lease does not require a revenue pledge to support payments as most bonds do.
- Removes debt/bond negative covenants and restrictions, providing greater freedom and less oversight/reporting.
- Lease provides a lower “net” cost in most cases by eliminating customary debt service reserves that add to overall borrowing reflecting a true interest costs higher than the coupon itself because you are borrowing a larger sum of capital than the use of funds.
- No debt issuance costs and no ongoing reporting requirements (administrative savings over the life).
- Removes long-term interest rate risk and fluctuation by locking into long-term lease with reversion clause meaning City benefits from the appreciation of the asset.
- Diversifies access to capital and does not use bonding capacity that may be needed for future projects/uses.
- Projects will revert back to the City at the maturity of the lease, unless the City chooses to extend the lease term.

Section 5.4

Big League Dreams Marketing Program

In order to ensure the new facility is fully occupied, Big League Dreams will employ their proprietary approach to encourage participation in the enhanced facility. This will include, but not be limited to, a business outreach program that includes personal visits to all businesses in Sunrise in order to provide information and answer questions. This direct marketing approach provides a strong base of support and participation at all

levels, including player recruitment, team sponsorship and other sponsorship opportunities. These efforts are supplemented with media articles and electronic media stories as well as promotional activities. These efforts, and others, help maximize the benefit to Sunrise and its citizens from a fully utilized facility.

Big League Dreams will also take advantage of their existing relationships with roller hockey and soccer organizations including, but not limited to: US Youth Soccer National League, American Youth Soccer Organization and National Association of Competitive Soccer Clubs, Collegiate Roller Hockey League, among others.

In addition, in each community, Big League Dreams enters into agreements with local hotels to become partner/host hotels. With each tournament or special event promoted, Big League Dreams informs potential park attendees of the benefits of booking their hotel stay with one of our partner/host hotels. We periodically request occupancy rate data from host hotels to verify that they are capturing our weekend tournament players. That practice will continue in Sunrise, bringing additional benefits to your local hoteliers in the form of tens of thousands of room nights each year. A list of some current partner/host hotels is included in Attachment C.

Reflecting the degree to which Big League Dreams Sports Parks become a community focal point, more than 100 corporate, group or special events were held at Big League Dreams Sports Parks last year. Over 50 companies have entered advertising, sponsorship or other types of commercial affiliation agreements with Big League Dreams Sports Parks. Our staff is in continual contact with local tourism groups as well as Economic Development groups to assist with their efforts. A partial list of companies, corporations and groups that have held events at our parks is included as Attachment C.

**Letters of Recommendation
Attachment A**

Attached are letters of recommendation from the following:

Kody	3rd Grader, Hearst Elementary School, Chino Hills, CA
George Stettler	Mayor, Cathedral City
Tony Barton	Former Director Parks and Recreation, Cathedral City
Mark Cresse	Director, Cathedral City Youth Baseball
John Tavaglione	Supervisor, County of Riverside
Douglas N. LaBelle	City Manager, City of Chino Hills
Bob Burk	Jurupa Valley PONY League
Craig Ciandella	USSSA (United States Specialty Sports Association)
Monica Kohlenberg	Former Finance Director, League City, TX
Greg Pettis	Councilman, City of Cathedral City, CA
Mike Warren	Former City Manager, Redding, CA
Ron Kerr	President Bay Area Baseball Assoc., League City, TX
Bob Adams	City Manager, Manteca, CA

Media Articles Attachment B

- Sports Illustrated, “Virtual Reality in California”, April 19, 1999
- Government West Magazine, “Dreaming of the Big Leagues”, October 2001
- Mansfield News-Mirror, “Softball, Soccer Facilities Going Strong”, November 30, 2010
- Softball West Magazine, “Chino Hills Welcomes Big League Dreams in Style”, Nov/Dec 2002
- Alaska Airlines Magazine, “Fields of Dreams”, August 2003
- Government West Magazine, “Public-Private Sports Park Benefits Residents, Boosts Funds.” Sept/Oct 2003
- Softball West Magazine, “Major Leaguers Take a Cut at Jennie Finch’s Fastball”, Feb/Mar 2004
- Redding Record Searchlight, “Dream Come True”, July 31, 2004
- Inland Valley Daily Bulletin, “Dream Weavers”, 2004
- Houston Business Journal, “League City Baseball Park Underestimated Economic Impact, Officials Say”, June 17, 2005
- The Herald-Zeitung, “Complexes Can Lead to Economic Success”, June 22, 2005
- Pasadena Star News, “Filmmakers Find Dreams Location”, June 22, 2005
- Redding Record Searchlight, “BLD Surpasses Expectations”, July 31, 2005
- The Galveston Daily News, “Big League Dreams Opens New Doors”, December 29, 2005
- The Manteca Bulletin, “Manteca Scores Big with BLD”, January 3, 2007
- The Manteca Bulletin, “Big League Dreams Helps Keep Manteca in the Game”, May 31, 2009
- The Manteca Bulletin, “Manteca BLD Set to Smash Records with 400K Guests, September 17, 2009

**Host Hotels and Advertisers
Attachment C**

**Partial List of Advertising or Other Commercial Affiliation
Agreements with Big League Dreams:**

Methodist Hospital	Black Oak Casino	The Stockton Record
East Valley Tribune	Gilbert Hospital	Redding Bank of Commerce
Manteca Doctor's Hospital	Norm Reeves Honda	Amergy Bank
180 Energy Drink	Ayers Hotel Group	Best Western Heritage Inn
Budweiser	California Prime Line	Cimarron Golf Resort
Citrus Motors	Coca-Cola	Comfort Inn of Palm Springs
Discount Tire	Fairplay Scoreboards	Heritage Palms Golf Club
Howard Johnson's Resort	KB Entertainment	KCAL Radio
KCKC Spanish Radio	KCXX Radio	KPSI Radio
Laser Vision	Louisville Slugger	Musco Lighting
Outback Steakhouse	PAX-TV	Pepsi-Cola
Pomona First Federal Bank	Big Bear Mountain Water	Rancho Bank
Southwest Airlines	Riverside Medical Center	Rodeway Inn
Romero Buick/Hyundai	Spa Hotel and Casino	Spotlight 29 Casino
State Farm Insurance	Super Cuts	The Los Angeles Times
The Press Enterprise	Tuff Shed	U.S. Printing
United States Army	Vacation Inn of Palm Desert	Century 21

Partial List of Corporate or Group Events

AD Club	Anheuser-Busch	BF Goodrich
Budweiser	Buena Vista Home Entertainment	The Church of Jesus Christ of Latter-day Saints (Mormon)
Easton Sports	GE Plastics	Gymnastique
Hyatt Grand Champions	Jurupa Valley High School	Kaiser Permanente
Manpower	Marriott Desert Springs	Monier Lifetile
Mutual of Omaha	Nike	Ontario Christian Church
Ontario International Airport	Outback Steakhouse	Promowerks
Rosenbluth International	Sony	Staples
TGI Friday's	Toyota	United Parcel Service
Van Daele Development	Vons Stores	Waste Management
Westin Mission Hills Resort	Sigma Chi Fraternity	Lennar Family Home Builders
Enterprise Rent-a-Car	Ralphs Grocery Markets	Kings Seafood

Partial List of Current Partner/Host Hotels

Ayres Hotel Group	Doral Desert Princess Resort	Hyatt Place	Ramada
Best Western	Hampton Inn & Suites	LaQuinta	Shilo Inn
Comfort Inn	Hilton	Pacific Place	Spring Hill Suites
Comfort Suites	Hilton Garden Inn	Quality Inn & Suites	Staybridge Suites
Country Inn & Suites	Holiday Inn Express	Radison	Texan R.V. Ranch

**Features of Big League Dreams Sports Parks
Attachment D**



Fieldhouse, Gilbert, AZ



Interior of Fieldhouse



Main Entrance, Gilbert, AZ



New York's Polo Grounds Stadium Design



Main Entrance, Mansfield, TX



"Tot Lot" for the youngsters



Chicago's Wrigley Field Stadium Design



Cincinnati's Crosley Field Stadium Design



Brooklyn's Ebbets Field Stadium Design



Stadium Style Seating



Stadium Club Restaurant



Batting Cages for All Ages



Big League Dreams, Gilbert, AZ



Big League Dreams, Mansfield, TX



Indoor Soccer under a Pavilion