

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
JUNE 7, 2016 AGENDA**

Subject:	Type:	Submitted By:
AWARD CONTRACT- AMPHITHEATER FEASIBILITY STUDY	◆ RESOLUTION ORDINANCE RECEIVE/FILE	RITA RAMIREZ ASSISTANT CITY ADMINISTRATOR DIRECTOR OF COMMUNITY SERVICES

SYNOPSIS

A resolution has been prepared to award a contract to AECOM Economics to prepare a feasibility study for a proposed amphitheater to be constructed as part of the golf course transformation project in an amount not to exceed \$66,500.

FISCAL IMPACT

The FY17 Budget contains funding for the proposed project and related costs.

RECOMMENDATION

Approval.

BACKGROUND

The project to transform the golf course into a regional recreation area includes a proposal to construct an amphitheater facility, which is consistent with the Master Plan. After doing some initial research on these types of venues, it became clear that this is a very specialized and unique market with which the City has no expertise. There are multiple considerations including market competition, the demand for performance venues in this area, size and construction of the actual facility including the various amenities that should be incorporated, and management options for a facility of this type. Prior to making any decisions regarding the scope of this project, it was determined that a feasibility study and expert advice on facility construction and operation is necessary.

Two consultants provided proposals, AECOM Economics at a cost of \$66,500 and Hunden Strategic Partners at a cost of \$29,500. After reviewing both proposals in depth, staff recommendation is to accept the proposal from AECOM Economics. As you know, Hunden Strategic Partners has done feasibility study work for us in the past and we have been pleased with the results. However in this case, AECOM Economics and the team they have assembled bring a great deal of specific amphitheater expertise to the table in terms of economics, promotion and facility design. Their consulting partners include Rooney Sports and Entertainment Group, which works with high profile NFL and MLB venues and whose owner has over 40 years in the industry, and International Facilities Group (IFG) a facility development company that has completed multiple entertainment facility projects, has worked with a variety of municipalities, professional teams and not-for-profits, and in many cases assisted with ensuring that the facilities are managed appropriately.

A copy of the AECOM Economics proposal is attached.

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA AWARDING A CONTRACT TO AECOM ECONOMICS TO PREPARE A FEASIBILITY STUDY FOR A PROPOSED AMPHITHEATER IN AN AMOUNT NOT TO EXCEED \$66,500.

WHEREAS, the City Council of the City of La Vista has determined that consideration should be given to the construction of an amphitheater as part of the golf course transformation project; and

WHEREAS, amphitheater construction and operation is a very specialized and unique market for which the City has no expertise; and

WHEREAS, the FY17 Budget included funding for the proposed project and related costs; and

WHEREAS, proposals were received and reviewed; and

WHEREAS, AECOM Economics has a great deal of specific amphitheater expertise experience, making them the most qualified bidder; and

WHEREAS, Subsection (C) (9) of Section 31.23 of the La Vista Municipal Code requires that the City Administrator secure council approval prior to authorizing any purchases over \$5,000.

NOW, THEREFORE BE IT RESOLVED, by the Mayor and City Council of La Vista, Nebraska, that a contract in a form satisfactory to the City Administrator and City Attorney, be awarded to AECOM Economics for the preparation of a feasibility study for a proposed amphitheater in an amount not to exceed \$66,500, and that the Mayor is hereby authorized to execute said contract and the City Clerk is further directed to attest to the same.

PASSED AND APPROVED THIS 1ST DAY OF NOVEMBER, 2016.

CITY OF LA VISTA

ATTEST:

Douglas Kindig, Mayor

Pamela A. Buethe, CMC
City Clerk



New Amphitheater Feasibility Study

City of La Vista, Nebraska

September 6, 2016

AECOM





September 6, 2016

Ms. Rita Ramirez
Assistant City Administrator/Director of Community Services
City of La Vista
8116 Park View Blvd.
La Vista, Nebraska 68128-2198

Dear Ms. Ramirez:

Thank you for the opportunity to present this proposal to prepare a feasibility study for a potential new amphitheater in La Vista's planned City Centre development. We believe that our team of AECOM Economics, The Rooney Sports and Entertainment Group (TRSEG), and International Facilities Group (IFG), is uniquely qualified to provide these services to you, and we have worked together multiple times on similar projects.

AECOM Economics, formerly known as Economics Research Associates, has been in continuous operation for more than 55 years and has been providing feasibility, economic impact, and other planning analyses for music/entertainment and other public-assembly venues longer than anyone else in the industry. Recent planning work includes a feasibility study for new amphitheater in downtown Indianapolis (with The Rooney Sports & Entertainment Group and IFG), an economic impact study for a new location for a major US-based music festival in Mexico, a study of the local music industry in Chicago, and many other music- and entertainment-focused venues.

The Rooney Sports & Entertainment Group is led by Tom Rooney, who has extensive experience in entertainment facility planning, development, and operations; marketing and sponsorships; and event and concert promotion. Tom has operated and developed amphitheaters and venue programming across the country, and has helped dozens of municipalities, facilities, and private companies in attracting concerts and other entertainment events, selling sponsorships, and planning facility management and operations.

IFG is a fully-integrated development consulting firm with decades of experience in facility planning, design, construction oversight, owner's representation, and operations and management for entertainment and sports facilities. Its staff has been involved in billions of dollars of facility planning and development.

This proposal includes additional information on our team and scope of work. Should you have any questions or need additional information, please contact David Stone at (312) 373-7601. Thank you again for the opportunity to work with you on this exciting project for the future of La Vista.

Sincerely,

A handwritten signature in black ink, appearing to read "David Stone".

David Stone
Associate Principal

A handwritten signature in black ink, appearing to read "Chris Brewer".

Chris Brewer
Authorized Signatory

cc: Tom Rooney, Phil Couture

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1. Proposed Scope of Work

The following text describes our proposed scope of work for the study, based on our understanding of your needs and the approach we have used in other similar, successful projects.

MARKET ANALYSIS

Task 1 – Project Kickoff

In this task, we will meet with client representatives in order to refine our understanding of the project and establish a framework to ensure that our work will meet your needs. We will also begin to identify, accumulate, and analyze relevant information. Soon after selection, we will meet with client representatives and others to complete the following tasks, among others:

- Final agreement on scope of work, timing, and other matters,
- Preliminary meetings with stakeholders, such as client representatives; City Centre developers; other public officials; event promoters and facility managers; potential user groups; radio station representatives; and others,
- Data collection and identification of appropriate contacts, and
- Tours of the site and the surrounding area.

Task 2 – Economic and Demographic Analysis

In order to better understand and quantify the expected market for the potential amphitheater, we will undertake a thorough analysis of the market area. This analysis will define the geographic area that the potential facility would serve and the competitive market, as well as its economic and demographic characteristics. Given the proximity of La Vista to Omaha and Lincoln, it will be important to define the facility's market. Characteristics to be analyzed will include:

- Population,
- Age,
- Income and employment,
- Corporate base,
- Road and air access,
- Development trends the surrounding area (including the planned buildout of City Centre), and
- Other relevant characteristics.

Through our interviews with local stakeholders, we will broaden our economic and demographic analysis to incorporate any other characteristics that are relevant and/or unique to La Vista and the Omaha area. These characteristics will later be compared to those of other areas as well as comparable markets that have similar facilities.

Task 3 – Analysis of Local Market and Other Support

We will meet with various stakeholders from throughout the La Vista area in order to better understand their perspectives on the potential for a new facility. Issues to be discussed will include the potential for new event demand (concerts and other events), dynamics regarding the competitive environment with other local/regional facilities (such as those in Omaha, Lincoln, and Council Bluffs), scheduling, event routing, and others.

Our understanding is that the City has had initial discussions with Live Nation and local concert promoters regarding facility management and booking opportunities at a new venue, but is open to a relationship with the most advantageous partner(s). We will talk to all interested parties that would potentially be interested in working with the City and its potential operator. This could include Live Nation and local companies such as 1% Productions, as well as other regional and national companies such as The Knitting Factory, Mammoth Productions, SMG, Spectra, AEG, and Madison Square Garden. In addition to understanding their interest in a new venue, we will also discuss their thoughts on the local venues, the local competitive market, and other matters.

We will also analyze any impact that major events and festivals such as the Maha Music Festival may have on the ongoing operations of year-round venues and their ability to book and attract acts.

Responses from potential facility partners, users, and other stakeholders will help to form the basis of market conclusions and potential opportunities for new facility development.

Task 4 – Local/Competitive Facilities Analysis

We will also analyze characteristics and operations of facilities that are directly relevant to a potential new outdoor amphitheater in La Vista and its uses. We will identify local and regional facilities that could be competitive to a new facility and analyze their expected influence. This will include analysis of location, advertising market, seating capacities, configurations, ownership/management, event routing, attendee draw, event demand and facility utilization, genre(s) served, facility quality and amenities/offerings, and other relevant factors. Local and regional facilities that are likely relevant (to varying degrees) could include:

- Amphitheaters such as Sumtur Amphitheater, the Pinewood Bowl Theater, and Westfair Amphitheatre,
- Indoor theaters such as the Hollard Performing Arts Center and The Orpheum,
- Indoor clubs,
- Casino venues in Council Bluffs (which can have an outsized impact on a market's entertainment industry due to their ability to overpay for musical acts), and

- Arenas such as the CenturyLink Center, Baxter Arena, Ralston Arena, the Mid-America Center, and Pinnacle Bank Arena.

The result of this task will be conclusions regarding how existing facilities currently serve the events market (for various types of events), and further identification of potential opportunities for new facility development within the local competitive environment.

Task 5 – Comparable Facilities and Markets Analysis

In this task, we will analyze detailed characteristics and operations of facilities in similar markets and settings that are directly relevant to the potential new facility. The peer markets and facilities will be described in detail, and their characteristics will be compared to those of the La Vista/Omaha area.

For the identified comparable facilities, characteristics to be discussed in the analysis will include, but not be limited to (as available):

- Demographics (such as population, income, and the like) in comparison to the La Vista area,
- Facility setting and location (such as downtown, waterfront, within a mixed-use development, and/or others),
- Ownership and management structure,
- Relationship with event promoters (such as exclusivity),
- Seating capacity by type (such as indoor, outdoor, fixed, and lawn), square footage, and other physical characteristics,
- Facility competition within the market,
- Funding/financing,
- Facility amenities (such as premium seating/VIP areas and others),
- Event and attendee demand,
- Annual operating revenues and expenses,
- Ticket pricing,
- Rental terms and lease agreements, and
- Other relevant characteristics that are identified.

At the conclusion of the competitive/comparable facility and market analysis, we will draw preliminary conclusions regarding the performance of these facilities and the implications for a La Vista venue.

Task 6 – Physical/Site Analysis

In this task, we would provide a high-level physical analysis of the proposed site and the potential for a new amphitheater on the site. This will include the following:

- Review existing city and developer studies to assess and comment on the proposed site,

- Available and required site acreage,
- Availability of parking, including garage(s) and ancillary parking for attendees and premium ticket holders,
- Site access and egress requirements,
- Availability of utilities,
- Review of potential land assembly, demolition, and infrastructure/site preparation concerns, and
- Review of potential facility orientation and acoustical/sound matters.

Task 7 – Market Conclusions and Recommendations

Based on the results of previous tasks, we will provide our recommendations regarding the market-based need for a new facility. This will include:

- The overall competitive environment and any unfilled niche offerings.
- A recommended general orientation for the facility (for example, target event markets including but not necessarily exclusive to concerts).
- Comment on the potential viability of the planned site, and/or any site-related issues that could impact the ability of a facility to be successful or to be studied more closely by the City.
- Recommendations regarding major facility characteristics such as seating capacity and types of seating, indoor and outdoor capabilities, and others.
- Recommendations regarding partnership with a facility operator. This could include a recommendation of a specific company, and general deal terms. (Deal terms would be tested in more detail in following tasks.)

OPERATING AND FINANCIAL ANALYSIS

Based on the recommended facility and its characteristics, we will then forecast its future operations. Our forecasts and operating models will be based on realistic assumptions derived from actual operations of similar facilities, as well as the characteristics of the recommended facility and any unique characteristics of the local market. Forecasts will also reflect assumptions and recommendations regarding a relationship with a potential facility operator and other major partners. Our operating model will also be developed so that sensitivity analyses that address ranges of outcomes could be easily provided.

Task 8 – Demand Projections

Based on the results of the market analysis and the facility recommendations/assumptions, we will develop a detailed schedule of event and attendee demand for the facility's first 10 years of operation. All projections will be shown by event type, such as concerts, private events/rentals, community events, festivals, and the like. The projections will also include the following items:

- Number of events/performances and event days,
- Average and total attendance by event type,
- Average ticket prices by event type (for ticketed events),
- Average per-capita attendee spending for concessions, catering, and merchandise, and
- Expected characteristics and inventory of premium/VIP seating options, if any (such as pricing and demand).

Task 9 – Financial Pro Forma and Cost Estimates

We will develop a 10-year pro forma statement of the facility's operations that considers all expected operating revenues and expenses as well as non-operating items. The pro forma statement (particularly revenues) will depend on the market analysis as well as the assumptions developed in Task 8, as facility demand will drive much of its revenues and expenses. Expenses will primarily be based on facility use, size, and features, as well as actual expenses of similar facilities. The pro forma statement will also depend on a number of other assumptions regarding the facility and its operations, including its ownership and management structure, relationships with promoters and other project partners, assumed rents, and other items. All assumptions will be clearly identified in order to ensure their appropriateness for the facility or facilities.

Operating revenues to be forecasted will include, but not be limited to:

- Rent,
- Ticket sales,
- Concessions and catering,
- Merchandise,
- Advertising and sponsorships,
- Premium/VIP seating,
- Parking, and
- Others.

Operating expenses will include, but not be limited to:

- Talent fees,
- Salaries and benefits,
- Utilities,
- Repairs and maintenance,
- Marketing,
- Insurance,
- General and administrative,
- Other operating and production expenses,
- Management fees (as applicable),
- Others.

The pro forma statement will first identify the facility's expected operating surplus or deficit. It will also reflect assumed revenue/expense sharing arrangements between the City and any project partners.

Based on the recommended facility, we will then estimate construction costs and other development-related costs. Estimates for the construction budget will include costs related to project development and design/construction costs and related infrastructure, as estimated by project stakeholders and planners, as well as budgets for operational FFE costs and start-up expenses occurring during the construction process through facility opening. All assumptions and estimates will be discussed with client representatives.

As needed, we will then incorporate estimates of annual non-operating revenues and expenses into the statement. This will be based on assumptions regarding funding sources (i.e. sales taxes earmarked for the City Centre corridor), development costs, financing methods, bonding characteristics, and others. We will then identify the facility's overall net revenue or deficit, after consideration of non-operating revenues and expenses.

OPTIONAL TASKS

In addition to the tasks listed above that would be part of our initial feasibility study, we could also provide other services (that are not included in the scope or fee estimate), such as:

- Economic and fiscal impact analysis (to measure new spending, jobs, income, and tax revenues as a result of facility construction and operations),
- More detailed physical, design, site, and cost analyses,
- Solicitation of/negotiation with potential project partners, and
- Sponsorship/naming rights sales.

2. Project Fees and Schedule for Completion

Proposed Fees

The following table itemizes our proposed fees, by task, based on our proposed scope of work.

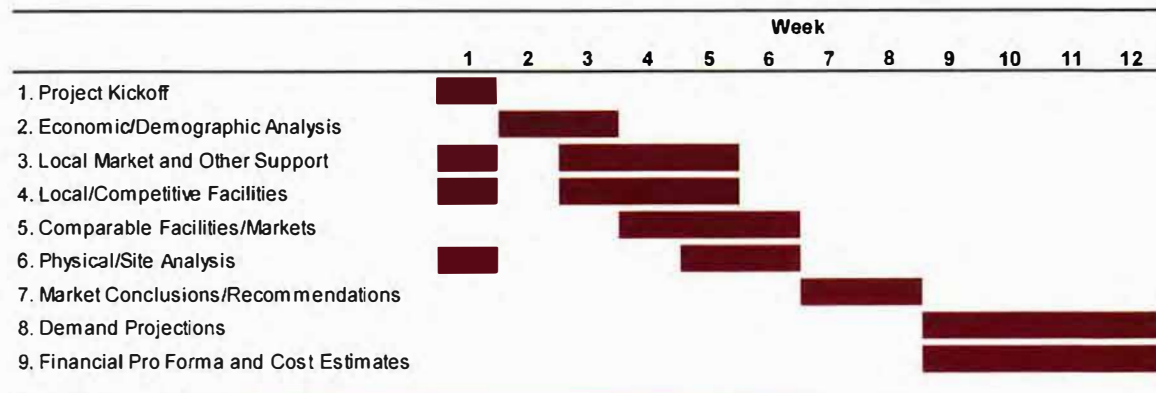
1. Project Kickoff	\$5,000
2. Economic/Demographic Analysis	\$3,500
3. Local Market and Other Support	\$7,500
4. Local/Competitive Facilities	\$10,000
5. Comparable Facilities/Markets	\$10,000
6. Physical/Site Analysis	\$6,500
7. Market Conclusions/Recommendations	\$3,000
8. Demand Projections	\$7,000
9. Financial Pro Forma and Cost Estimates	\$14,000
Total Fees	\$66,500

Travel-related expenses would be billed separately at cost, and are expected to be incurred only for any travel to the La Vista area for meetings and presentations. (Should you prefer, we can provide a not-to-exceed project cost that would include estimated expenses.)

We expect approximately two to three formal meetings with client representatives (likely for project kickoff, presentation of market conclusions and recommendations, and a final presentation of the full report), and we are also available for other meetings throughout the study process.

Anticipated Schedule for Completion

The following graph indicates our plan for project completion. We estimate that we will complete the study within approximately three months from project kickoff meetings.



3. Experience, Qualifications, and References

AECOM Economics

AECOM offers unparalleled experience in economic consulting for entertainment, sports, and other types of public-assembly facilities and real estate development. We provide analysis that informs successful land-use decisions, and courses of action that optimize building programs and return on investment. Our services are designed to help clients understand their markets, assess risks and clarify the uncertainties inherent in any development plan, business strategy or public policy initiative. We assist each client through the due-diligence process of financial negotiations and financing options, as well as engaging stakeholders and others as early in the process as possible. Our job is to pull ideas into focus and sharpen the boundaries of a preliminary plan or concept.

AECOM Economics (formerly Economics Research Associates) has completed more than 18,000 feasibility studies for private and public companies, financial institutions, governments, and land owners. In addition to sports, entertainment, and meetings facilities, our expertise also includes projects such as cultural venues, performing arts, museums, hotels, and many others.

Our capabilities include:

- Feasibility Analysis
- Market Demand
- Economic and Fiscal Impacts
- Site Evaluation
- Lease/Management Assessment
- Facility Valuation
- Financial Analysis
- Benefit-Cost Evaluation
- Community Benefits
- Project Planning
- Concept Development
- Economic Master Planning
- Peripheral Land Development



David Stone
Associate Principal

Education

MBA, Finance, Economics, and Strategic Decision Making, Loyola University Chicago, 2000

BS, Accounting, Indiana University, 1994

Publications + Technical Papers

"Urban Thrills," Author, Stadia, May 2001
"Keep the Cash Flowing," Author, Stadia, November 2001
"And the Gold Winner is... Salt Lake City," Stadia, February 2002
"Riders and Running Backs," Stadia, July 2002
"Charging Ahead: Hosting the 2003 Super Bowl," Stadia, January 2003
"Profit or Kudos? Generating Revenues from Bowl Games," Stadia, January 2004
"Best Seats in the House: Adding Value to Boost Premium Seat Sales in the USA," Stadia, July 2004
"Election Day Brings Construction Decisions," Venues Today, December 2004
"Worm's Eye View," Venues Today, January 2005
"Bowls Over," Venues Today, February 2005
Multiple articles, Football Digest, Soccer Digest, Basketball Digest, Hockey Digest, Auto Racing Digest

Presentations

Facility Financing and Contractually Obligated Income, Association of Luxury Suite Directors, 2001
Public vs. Private Facility Management, International Economic Development Council, 2002
Golf Courses: More than Just a Tee Time, International Economic Development Council, 2003
Executive Speaker Series, Indiana University Kelley MBA Sports and Entertainment Academy, 2004
Economic and Fiscal Impacts of Sports and Multi-Use Events Facilities, Central Hockey League Annual Meetings, 2005
Guest Speaker, Northwestern University Sports Administration Program, 2005-2007
Guest Speaker, Loyola University MBA Sport Management Club, 2007
Professional Sports Teams Make it Feasible, International Economic Development Council, 2007
Minor League Sports Facilities: The Critical Factors for Success, International Association of Assembly Managers, 2008

Lectures + Instruction

Adjunct Professor, Loyola University Chicago, Sport Finance, 2007-2009

Professional History

2007 – Current
Economics at AECOM
Senior Associate, Associate Principal

2004 – 2007
The Leib Group
Senior Consultant

1999 – 2004
C.H. Johnson Consulting
Associate, Senior Associate, Project Director, Director of Sports Consulting

1996 – 1999
The Sports Business Daily, Multiple Other Publications
Staff Writer and Freelance Writer

1994 - 1996
Checkers, Simon & Rosner CPAs (currently RSM McGladrey)
Staff Accountant, Semi-Senior Accountant

David Stone joined AECOM Economics (formerly Economics Research Associates) in 2007 and has more than 18 years of experience in the analysis of real estate projects. His consulting practice focuses primarily on market and financial feasibility and economic and fiscal impact analyses of entertainment and sports projects for public agencies, private developers, financial institutions, and colleges and universities. He also has experience with a variety of other project types, including convention centers, hotels, and others. He is also a commissioner of Chicago's Old Town Special Service Area and the author of "Chicago's Classical Architecture: The Legacy of the White City" and "Chicago's 1893 World's Fair."

Project Experience

The Farm Bureau Insurance Lawn at White River State Park, Indianapolis, IN

David recently completed an analysis for downtown Indianapolis' White River State Park regarding the existing Farm Bureau Insurance Lawn amphitheater and opportunities to develop a new, permanent venue on an adjacent site that could become park property. The study included an analysis of current operations, the market for a larger, permanent venue, a physical analysis of the current and potential new site regarding their ability to accommodate a new venue, financial projections, and analysis of funding opportunities.

Citywide Music Industry Economic Analysis, Chicago, IL

David is currently working with the City of Chicago's Department of Cultural Affairs and Special Events on a citywide analysis of its music industry. The analysis is focused on quantifying the value of the live music industry to the city, and includes an inventory of venues and events, interviews with facility managers, promoters, and other stakeholders, estimates of attendance/participation, and estimates of total spending, employment, and income associated with the industry (as well as comparisons to other peer cities in the US).

Major Music Festival Economic Impact Analysis, Guadalajara, Mexico

David is working for a large Mexico-based entertainment company that is negotiating to bring a major international music festival to Guadalajara. Our economic impact analysis is quantifying all economic benefits to Guadalajara and the State of Jalisco, from attendees, performers, and the event itself.

New Festival Analysis, Twentynine Palms, CA

David is currently working with the City of Twentynine Palms (near Joshua Tree) to help identify a major festival that could be successful in the city. We are analyzing the local market and its infrastructure, past and ongoing events held in the area, interviewing a wide range of stakeholders, and will make recommendations regarding the type of festival (such as music, food, arts, etc.) that could be successful and financial implications to the city.

Dillon Amphitheater, Dillon, CO

David performed a feasibility study for the renovation of Dillon's amphitheater, which is located on Lake Dillon. The current facility is extremely basic and is not equipped to host ticketed events. The study is analysing the feasibility of improving the facility for touring acts, based on the dynamics of the regional

amphitheater market, the performance of comparable facilities, and other analyses.

Jacobs Pavilion at Nautica, Cleveland, OH

Feasibility study for a renovation and improvement of the amphitheater, located in Cleveland's Flats district. The study supported a \$10-million private bank loan, and included analyses of the local market, competitive and comparable venues, the anticipated effects of new private management (House of Blues), and others.

Freedom Hill Amphitheater, Sterling Heights, MI

Expert witness report on behalf of the City of Sterling Heights. The City and the facility's manager became engaged in a lawsuit regarding ongoing facility operations, and the report estimated an achievable calendar of events and operating results based on the facility's position within the highly competitive Detroit market for outdoor music venues, the performance of comparable facilities, and other analyses.

KeyArena – Evaluation of Future Uses, Seattle, WA

David led a comprehensive team of economists, planners, architects, and engineers in an analysis of the future of Seattle's KeyArena. The arena previously hosted the NBA's SuperSonics and is now the home of the WNBA Storm, Seattle University, and the Rat City Rollergirls. The analysis identified a number of future scenarios for the arena, including continuing operations as a civic arena (with and without tenants), renovation as an NBA/NHL arena, reorientation into a smaller music/entertainment-based venue, and non-sports reuse options. For each option, we evaluated the market for uses, physical needs and associated costs, and demand/operating implications based on forecasts of usage.

KFC Yum! Center and Freedom Hall Feasibility and Economic Impact Analyses, Louisville, KY

David completed multiple studies for the new 22,000-seat KFC Yum! Center and the existing Freedom Hall. First, an analysis of the viability of the new arena's finance plan was completed. Also, an economic and fiscal impact study estimated the incremental impacts of the new arena beyond the impacts currently being generated by Freedom Hall. David then prepared a comprehensive financial feasibility study that appeared in bond documents that financed the \$250-million arena and considered both the new arena and Freedom Hall's joint usage with Louisville's major convention facilities. Lastly, he assisted the Louisville Arena Authority in analyses of

proposals from various potential arena vendors and partners, such as concessionaires, managers, and sponsorship sales.

Blaisdell Center Masterplan, Honolulu, HI

AECOM Economics is currently leading a masterplan team that is studying future uses of the Blaisdell Center complex in Honolulu, which includes a 7,500-seat arena, a 65,000-square foot exhibit hall, and a 2,200-seat concert hall that were built in 1964. Our masterplan is considering a wide range of future uses of the site, including renovation of existing facilities, construction of new facilities, and the ability to develop other uses on site (to potentially help pay for facility improvements).

New Arena and MLS Stadium, Las Vegas, NV

David recently completed feasibility and economic impact studies for a new arena and MLS stadium in downtown Las Vegas. For both facilities, he analyzed the unique entertainment market in Las Vegas and the supply of existing and planned facilities and events, the characteristics of the resident and visitor populations, characteristics of similar facilities in other markets, and other factors. He also analyzed multiple scenarios for facility development. For both studies, he forecasted future facility operations and economic impacts.

Farm Bureau Insurance Lawn – Indianapolis, Indiana



AECOM Economics (with The Rooney Sports and Entertainment Group and IFG) recently worked with the White River State Park Development Commission on a study of the existing Farm Bureau Insurance Lawn amphitheater in downtown Indianapolis. The study addressed the need for a permanent facility within the park to replace the temporary 7,000-seat venue, the recommended characteristics of a new facility, and the specific location (at the current site or an adjacent site across the White River). Based on our recommendations, we forecasted future operations of the facility and its financial viability.

We comprehensively analyzed past facility operations, the local competitive environment for concerts, and the anticipated market for a larger venue. We also analyzed the operations of a set of comparable facilities in other markets and broader trends in the music and concert industry.

Following completion of our feasibility study, we were later re-engaged by the WRSP Development Commission to help in negotiations for management of the planned facility.

Dillon Amphitheater – Dillon, Colorado



AECOM Economics completed a feasibility analysis for a renovation and improvement of the Dillon Amphitheater. The current facility was very basic and cannot host ticketed events due to a lack of fencing; in addition, its stage and support areas are inadequate for most events. While the facility hosts local, community-based events, the Town requested a market study to explore the potential to improve the facility to allow it to host major touring acts. Our study explored the market for an improved facility, through analysis of the local and regional market, interviews with stakeholders such as event promoters, and analysis of comparable facilities in similar settings.

Major Music Festival Economic and Fiscal Impact Analysis – Guadalajara, Mexico



AECOM recently completed an economic impact analysis for Ocesa Entretenimiento, the premier live entertainment company in Mexico and Latin America. Ocesa is part of Group CIE, which is a Mexican entertainment and media company that owns and operates facilities, promotes events and festivals, and owns Ticketmaster Mexico and Ticketmaster Brazil.

The company is currently in negotiations with a major US-based music festival to bring the event to Guadalajara beginning in 2017, in addition to its current locations. We provided an economic and fiscal impact analysis of the potential festival, based on characteristics of similar festivals in the US and Latin America, interviews with event promoters, and other data. Our study is being used by the company in its parallel negotiations with the festival's owner and local and state governments.

Analysis of the Citywide Music Industry – Department of Cultural & Special Events, City of Chicago



AECOM Economics is currently working with the City of Chicago's Department of Cultural & Special Events (DCASE) on a comprehensive study that will quantify the city's music industry. The study includes a wide range of data and research and is intended to measure and identify the size, scale, and location of Chicago's music-based economy. Our work includes analyzing demographic data, City license/permit and tax records, ticket sales, and Pollstar data; inventory of facilities and events that offer live music and their characteristics; interviews with venue operators and event promoters; and many others. Chicago's music industry includes many leading festivals, such as Lollapalooza, Blues Fest, Spring Awakening, Pitchfork, North Coast, Riot Fest, and others. Among others, the results of the study will include an estimate of the value of the industry to the City, including ticket spending, income, and employment, as well as comparisons to the music industries in peer cities across the country.

Examples of Feasibility and Economic/Fiscal Impact and Planning Studies for Major Venues and Events

Smoothie King Center

New Orleans, LA

Client: LA Stadium and Exposition District, New Orleans Hornets, SMG

Qualcomm Stadium

San Diego, CA

Client: City of San Diego

Verizon Center

Washington DC

Client: The Center Group

Arena Economic and Fiscal Impact Analysis

Pittsburgh, Pennsylvania

Client: Pittsburgh Penguins

LA Memorial Coliseum Renovation

Los Angeles, California

Client: City of Los Angeles

University of Phoenix Stadium

Glendale, AZ

Client: AZ Tourism and Sports Authority

Ford Field

Detroit, MI

Client: The Hammes Co.

Ralph Wilson Stadium Redevelopment

Orchard Park, NY

Client: The Hammes Co.

Giants Stadium

East Rutherford, NJ

Client: The Hammes Co.

AT&T Stadium

Arlington, TX

Client: City of Arlington

Planned West Side Stadium

New York City, NY

Client: NYC & Co.

Rose Garden

Portland, Oregon

Client: Portland Trailblazers

Air Canada Centre

Toronto, Canada

Client: Toronto Raptors

Jobing.com Arena

Glendale, Arizona

Client: Oppenheimer & Co.

HP Pavilion

San Jose, California

Client: Santa Clara County Fair Assoc.

US Airways Center

Phoenix, Arizona

Client: City of Phoenix

New Sacramento Kings Arena

Sacramento, California

Client: NBA

AT&T Park

San Francisco, California

Client: San Francisco Giants

Home Depot Center

Carson, California

Client: Anschutz Entertainment Group

Toyota Park

Bridgeview, IL

Client: Mesirow Stein

Rio Tinto Stadium

Sandy, UT

Client: Salt Lake County

Greek Theater

Los Angeles, California

Client: City of Los Angeles

Louisiana Music Experience

New Orleans, Louisiana

Client: State Of Louisiana

Bill Graham Civic Auditorium Repositioning

San Francisco, California

Client: SMG, Inc.

House of Blues Concert Hall

Santa Clara, California

Client: County of Santa Clara

Theater Row Development

New York, New York

Client: 42nd Street Development Corporation

National Music Museum

Washington, D.C.

Client: Federal City Council

Lincoln Presidential Library & Museum

Springfield, Illinois

Client: Illinois Historic Preservation Agency

American Museum of Jazz

Kansas City, Missouri

Client: 18th and Vine Authority

Rose Center at the American Museum of Natural History

New York City, New York

Client: Museum of Natural History

California Academy of Sciences

San Francisco, California

Client: California Academy of Sciences

Utah Olympic Park Proposed Expansion

Park City, Utah

Client: Utah Athletic Foundation

U.S. Olympic Festival

Los Angeles, California

Client: U.S. Olympic Festival '91

United States Olympic Hall of Fame Complex

Colorado Springs, Colorado

Client: USOC Hall of Fame Ad Hoc Oversight Committee

1994 World Cup

Los Angeles, California

Client: World Cup Organizing Committee

1984 Olympic Games

Los Angeles, California

Client: Los Angeles Olympic Organizing Committee

Edmonton EXPO 2017

Edmonton, Alberta, Canada

Client: EXPO 2017

Expansion of Washington State Convention & Trade Center

Seattle, Washington

Client: Washington State Convention & Trade Center

San Diego Convention Center Expansion

San Diego, California

Client: San Diego Convention Center Corporation

Phoenix Convention Center Expansion

Phoenix, Arizona

Client: Office of Auditor General, State of Arizona

Expansion of the Moscone Center

San Francisco, California

Client: City of San Francisco

Palm Springs Convention Center Expansion

Palm Springs, California

Client: City of Palm Springs

Economic Impact Analysis of the Miami Beach Convention Center

Miami Beach, Florida

Client: Miami Beach Convention Center

San Jose Convention Center Expansion

San Jose, California

Client: City of San Jose

Anaheim Convention Center Expansion

Anaheim, California

Client: City of Anaheim/Anaheim Convention Center Authority

The Rooney Sports and Entertainment Group



The Rooney Sports & Entertainment Group, LLC was founded in 2003 on the strengths of its founder, Tom Rooney, and his comprehensive experience in working in the areas of real estate development related to the sports and event industry. Rooney worked 10 years for the DeBartolo Corporation, which at the time was the owner/operator of over 80 shopping malls and the owner of the Pittsburgh Penguins, San Francisco 49ers, and numerous racetracks, all of which Tom was engaged in on some level. Tom then worked for 10 years at Pace Entertainment, the largest piece of what is now consolidated as LiveNation. Rooney was President of Pace

Facilities Group, the developer, owner and operator of 20 live music venues from Los Angeles to London.

At TRSEG, Rooney has led the development of several projects including the new PPL Center in Allentown, minor league ballparks in Ohio and West Virginia, and has as one of its seminal clients, the Pittsburgh Steelers, where he works on live events and participated in the development of new venues such as the Stage AE amphitheater at Heinz Field. Rooney has worked for more than a dozen NFL/MLB clients and works regularly with three major convention and visitor bureaus, Visit Pittsburgh, Visit Washington County (Pa.) and Visit Butler County (Pa.) on "heads in beds" event development.

Tom has had a longstanding professional relationship with the ownership of the Frontier League's Washington Wild Things and their CONSOL Energy Park. He has booked concerts at the venue for multiple years, which helped lead to the facility's naming rights deal with CONSOL Energy.

Tom is currently working with AECOM Economics on multiple projects, including a new arena at Robert Morris University, a renovation of West Virginia University's Coliseum, a new ballpark in Parkersburg, a new amphitheater in Indianapolis, and a festival in Twentynine Palms, California.

Examples of TRSEG Clients and Experience

ASSET, INC

Developed a naming rights platform to help meet a Federal match for this non profit.

BALTIMORE RAVENS

Helped them develop a subsidiary in order to attract more live events, resulting in a successful Kenny Chesney stadium shows.

BANTAM JEEP FESTIVAL

Helped create events, sold sponsorships and helped mold marketing for Butler, Pa's hometown pride annual event to celebrate the birthplace of the Jeep.

BIG MACHINE RECORDS

Helped them develop a relationship with the Pittsburgh Steelers for their artists to get opportunities to perform at games and other events.

BUFFALO BILLS

Reported on the viability of using their facilities for special events.

CAMDEN RUTGERS UNIVERSITY

Developed a series of relationships geared to using the minor league baseball park in Camden, NJ for special events.

CHUCK COOPER FOUNDATION

Led the start up of this new foundation to honor the first Afro-American basketball player to be drafted by the NBA.

CINCINNATI BENGALS

Developed business plans for concerts which resulted in their first show as single promoter, the Kenny Chesney concert, 2012.

CLEAR CHANNEL RADIO PITTSBURGH

Developed new business and promotions for their Non-Traditional Revenue initiative.

CLEVELAND BROWNS

Helped them develop a subsidiary to recruit and

promote concerts, which resulted in two successful Kenny Chesney stadium shows.

CLEVELAND INDIANS

Helped them develop a business plan for presenting concerts.

CONSOL ENERGY FIELD (formerly Falconi Field)

Established a concert company for this minor league ball park in Washington, PA, which has produced a string of successful concerts.

COUNT BASIE THEATER, RED BANK, NJ

Reviewed their various revenue streams like ticketing, sponsorship and marketing and made recommendations that turned into added profit.

DUPLIN COUNTY, NC

Led the process to bring private management into their new Events Center.

DUQUESNE UNIVERSITY

Joint ventured the production and sales of their radio rights for their Men's Basketball program. We created for them an annual basketball event, the Chuck Cooper Classic.

FROGGY RADIO

Brought to them a concept of a charity Christmas CD which resulted in a very successful project and new sponsorship dollars.

GRIDIRON STADIUM NETWORK

Led the formation of a stadium group looking to develop events.

HOMELESS CHILDREN FOUNDATION

Working to develop fundraising events.

HOUSTON TEXANS

Developed a business plan for the presentation of live concerts.

ICEOPLEX

Developed marketing opportunities for the Pittsburgh Penguins practice facility.

JOHN HEINZ HISTORY CENTER

Created an event tied to the City of Pittsburgh's 250th birthday in 2008.

JOSH GIBSON FOUNDATION

Developed new partnerships for this non profit. We helped them create a "Centennial" year of events on the 100th year of the birth of their namesake.

LEHIGH VALLEY SPORTS AUTHORITY

Led the feasibility team into looking into the prospects of a new arena for the Allentown, PA area which resulted in the signing of a memorandum of understanding to construct the new venue.

LITTLEARTH

Developed a relationship with the NFL for merchandise sales lines with this boutique manufacturer.

LIVE SPORTS VIDEO

Created business plans for this cutting edge sports video company.

LORAIN, OH

Successfully negotiated over six years two different naming rights partners, U.S. Steel for the first five year term and First Energy for a new ten year term.

MATTHEWS INTERNATIONAL

Working with this Pittsburgh based company to develop new business lines for their bronze division.

METLIFE STADIUM

Helped to develop a new festival for them surrounding a Kenny Chesney concert.

MYLAN PARK, WV

Developed a business plan for a new arena for this non profit.

MYRTLE BEACH ARENA PARTNERS

Consulted on this project in the area of anchor tenants for this proposed new arena.

NATIONAL PARK FOUNDATION

Created fundraising initiatives for the creation of the Flight 93 Memorial.

NATIONAL RUGBY LEAGUE

Working with developers to start a spring season professional league in the U. S.

NEW ENGLAND PATRIOTS

Consulted for live events at the Patriots' stadium.

NFM GROUP

Developed promotional partners for this Pittsburgh advertising firm

CITY OF PARKERSBURG, WV.

Working to develop a minor league baseball stadium and facility.

PENNSYLVANIA TROLLEY MUSEUM

Created fund raising events for this museum near Pittsburgh. We have also worked on strategic plans.

PHILADELPHIA EAGLES

Helped them set up their in-house concert company, which has produced several major concerts including Kenny Chesney and Taylor Swift.

PHOENIX CARDINALS/UNIVERSITY OF PHOENIX STADIUM

Developed a relationship that gained them the Kenny Chesney stadium tour date.

PITTSBURGH 250/ALLEGHENY CONFERENCE

Developed events to celebrate the city's birthday.

PITTSBURGH DOWNTOWN PARTNERSHIP

Participated in an assessment of naming rights opportunities.

PITTSBURGH STEELERS

Helped them develop their in-house concert company which has produced shows for Bon Jovi, Kenny Chesney, Taylor Swift, Brad Paisley and others. We also helped them develop the Stage AE club and amphitheater.

PORT AUTHORITY PITTSBURGH

Developed sponsorship partnerships for new light rail extension.

PULLAN PARK

Developing events and sponsorship for this baseball park in Butler, Pa.

QUICKSILVER GOLF CLUB

Developed a sponsorship program for a Nationwide Tour event.

ROBERT KIMBALL ARCHITECTS

Developed programs to expand their sports group.

SAN FRANCISCO GIANTS

Developed a relationship that got them multiple Kenny Chesney stadium shows.

ST. BONAVENTURE UNIVERSITY

Working on development and sponsorship projects.

TRANASCATION SOLUTIONS

Developed new partners for them in the credit card processing business.

VANDALIA HERITAGE FOUNDATION

Helped them develop a business plan for a new minor league baseball stadium in Fairmont, WV.

VISIT PITTSBURGH

Handled the sponsorship for one of their key events.

WALK PITTSBURGH

Developing sponsorship and marketing programs for this new initiative.

WASHINGTON, PA

Helped develop and produce the city's Bicentennial celebration which morphed into the Whiskey Rebellion Festival, which we also assist.

WASHINGTON REDSKINS

Developed a business plan resulting in the presentation of their first fully presented concert, Kenny Chesney.

WHEELING HOSPITAL

Brought their advertising in-house and created events for them.

WHEELING NAILERS

Developed sponsorship programs for them

International Facilities Group

International Facilities Group, LLC (IFG) is a fully-integrated development consulting company with a dedicated, multi-disciplined staff bringing decades of experience in project planning, design, construction, FF&E procurement, pre-opening planning services, relocation, capital needs analysis, and renovation planning/oversight services.

IFG and its staff have completed more than 30 sports and entertainment facility projects totaling nearly \$4.5 billion. IFG often represents the at-risk clients, whether a private-sector team owner or a public entity providing funding. IFG diligently represents the interests of its clients throughout every phase of the project. Our entire staff understands how to work as an extension of the owner's staff to organize, assemble and manage the project on behalf of our clients on a daily basis. This process empowers our clients to make timely, knowledgeable, and cost-effective business decisions.

Once a facility is completed, IFG has the experience and resources necessary to ensure that it is managed successfully. IFG offers a variety of asset management support services for venue owners and has operated facilities for public sector and private owners under long-term, third-party management agreements.

IFG has relationships with many of the industry's top promoters of live entertainment, as venues need to be planned, built and operated with the promoter, agent, and artists' interests in mind.

IFG is dedicated to the following key principles that constitute a foundation of excellence in sports and entertainment facility development and asset management:

- Continuous innovation in the evolution of venue project planning;
- Facility design and technology that enhances the fan experience;
- Developing venues to allow owners and tenants to take full advantage of essential sponsorship and revenue sources, and;
- Maximize the facility's economic impact to the public.

IFG's consistent attention to these four values is the basis for the full range of services offered to municipal owners, community and university leaders, real estate developers, institutional lenders, and insurers and professional sport leagues and teams.

IFG has developed a national reputation for providing focused project management services to a variety of municipalities, professional sports teams, not-for-profit organizations, and lenders. IFG and its personnel have actively participated in the design and construction of nearly every type of building,

including amphitheaters, stadiums, arenas, high-rise office buildings, broadcast facilities, hotels and convention centers, community centers, religious, industrial and housing projects. Our clients include:

- Major League Baseball
- City of Glendale, AZ
- Detroit Tigers
- Miami-Dade County, FL
- Houston Rockets
- Bexar County, TX
- Cincinnati Reds
- United Center, Chicago
- Sarasota County, FL
- Salem Baptist Church
- City of Orlando, FL
- Village of Bridgeview, IL
- City of Laredo, TX
- State of Indiana
- The Salvation Army
- Minnesota Twins
- Denver Broncos
- City of Harrisburg, PA
- New York Yankees
- City of Stockton, CA
- Milwaukee Brewers
- Chicago White Sox
- Florida Marlins
- Beijing 2008 Olympics
- Lake Erie Crushers
- City of Indianapolis, IN
- Village of Hoffman Estates, IL
- City of El Paso, TX

Phil Couture

Managing Member, International Facilities Group, L.L.C.

PROFESSIONAL QUALIFICATIONS

Phil Couture has more than 30 years of experience in the construction management of diverse projects including commercial, institutional, and high-tech structures. He serves as the project executive for IFG development projects and is responsible for ensuring compliance with program requirements, budget, quality, and schedule control. Prior to joining IFG, Phil Couture was a Vice President at Stein & Company and prior to that was a construction project manager with Morse Diesel (AMEC).

SELECTED PROJECT EXPERIENCE**Farm Bureau Insurance Lawn, Indianapolis**

Working with AECOM and The Rooney Sports and Entertainment Group, Phil was responsible for IFG's involvement in the planning of a new amphitheater in downtown Indianapolis. Phil's work included analysis of the recommended facility to fit on two sites, cost estimates, and other issues associated with facility development.

Prairie Creek Amphitheater, Hoffman Estates, Illinois

Project executive for the design and budgeting of the proposed Prairie Creek Amphitheater, an outdoor music venue proposed for Hoffman Estates' entertainment district in suburban Chicago. Developed by Jam Productions, the facility is planned to seat 9,400.

Southwest University Park, El Paso

Principal in charge for the development of the new AAA ballpark. The \$75-million, 8,100-seat ballpark was completed on a very aggressive 17 month schedule for design and construction.

House of Hope, Chicago

Executive-in-charge of development for the new community center for the Salem Baptist Church. In addition to 10,000 seats for Sunday worship services, the \$50-million building includes full TV broadcast and production facilities with web-based video stream capabilities, meeting rooms, 3 basketball courts, and a hockey arena that is planned for Phase II.

Comerica Park, Detroit

Development Consultant to the Detroit Tigers tasked with overseeing all aspects of their new \$325 million ballpark. The facility includes 40,000 seats, 105 private suites, a stadium club, and a restaurant.

SBC Center, San Antonio

Retained to represent Bexar County during the negotiations, design, and construction of the new \$175-million arena. Contained on a 175-acre site, the facility includes 18,500 seats, two public concourses, two private concourses, 54 suites, several restaurants, a Fan Fiesta area for kids, and more than 7,000 surface parking spaces.

Miller Park, Milwaukee

Development Consultant to the Milwaukee Brewers for their new \$300-million, retractable-roof stadium. Responsibilities included design reviews, programming and operations oversight.

Bankers Life Fieldhouse, Indianapolis

Development Consultant to the City of Indianapolis developing a multi-purpose NBA facility at a cost of approximately \$175 million. The facility includes 18,500 total seats, 2,600 club seats, 66 private suites, a stadium club, a restaurant, and a practice facility.

United Center, Chicago

Project Manager for the development of the \$175-million arena for the Chicago Bulls and Chicago Blackhawks.

The Pepsi Center, Denver

Served as the financial lender's construction representative providing detailed reviews of project documentation and program requirements to identify and minimize the lender's financial risk in the project.

American Airlines Center, Dallas

Served as the financial lender's construction representative providing detailed reviews of project documentation and program requirements to identify and minimize the lender's financial risk in the project.

PROFESSIONAL AFFILIATIONS

Co-Chairman - St. Alexander Building Committee

EDUCATION

Bachelor of Architecture, Illinois Institute of Technology
Masters in Business Administration in Finance, Illinois Institute of Technology
Real Estate Investment Analysis and Strategy, DePaul University Graduate School of Business.

Mark E. Appell**Managing Member, International Facilities Group, L.L.C.****PROFESSIONAL QUALIFICATIONS**

Mark Appell has over 30 years of project management experience in the design and construction of complex building projects located throughout the US and Canada. Responsible for satisfying the Owners' program requirements while ensuring that each project is completed on schedule and within budget. Prior to joining IFG, Appell was a Senior Project Manager for Stein & Company (1989-97), a prominent Chicago-based real estate development company, and before that as Supervisor of Project Management for Litton Industries' (1980-89) corporate real estate and construction department.

SELECTED PROJECT EXPERIENCE**Freedom Center Center, Chicago**

Directed IFG's role as Owner's Representative to The Salvation Army to oversee the development, design and construction of the new \$60 million combined Harbor Light, Pathway Forward and Corps Community Center in the West Humboldt Park neighborhood on the West Side of Chicago. The approximately 180,000-SF facility is being constructed using 4 levels of architectural and structural precast concrete. The 5 acre site required utility relocations and major demolition.

Miami Marlins Ballpark - Miami

Provided design oversight for IFG as Owner's Representative in partnership with URS to Miami-Dade County for the new retractable roof ballpark on the former Orange Bowl site, which includes 37,000 seats, 57 private suites, 3,500 club seats, a natural grass playing field, and multiple parking ramps and surface lots for 5,500 vehicles.

All Pro Freight Ballpark, Avon, Ohio

Directed IFG's role in assisting the Lake Erie Crushers with the design and construction of their Frontier League ballpark which includes 5,000 seats, 11 private suites, multiple berms, and patio areas for group gatherings. The new ballpark opened in Spring, 2009.

Ray & Joan Kroc Corps Community Center – Chicago

Directed IFG's role as Owner's Representative to The Salvation Army to oversee the design and construction of the new \$58.7 million community center in the West Pullman neighborhood on the far south side of Chicago. Opened in Spring 2012, the approximately 160,000-SF facility and 32-acre site include an Athletic & Aquatics Center, Health & Fitness Center, Family Life & Education Center, performance quality Auditorium, and extensive outdoor athletic and recreational facilities.

Target Field, Minneapolis

Directed IFG's role as ballpark consultant to the Minnesota Twins for the new open-air ballpark, which includes 40,000 seats, 60 private suites, 2,900 club seats,

450 Diamond Club seats, a restaurant and sports bar, and various fan experience amenities. The ballpark opened in Spring, 2010.

Washington Nationals Ballpark Projects, Washington DC

Directed IFG's role as Owner's Representative to MLB and the Washington Nationals for both the \$18.5 million renovation of RFK Stadium as an interim home and the design of the new ballpark. Opened March 30, 2008, the approximately \$325-million, open-air ballpark includes 41,000 seats, 66 private suites, a restaurant and sports bar, extensive fan experience amenities, 3,000 club seats, and 1,100 parking spaces.

Stockton Event Center, Stockton, CA

Directed IFG's role as Owner's Representative to the City of Stockton during the master planning of the Banner Island mixed-use development program that included an AA ballpark, a 10,000-seat arena, a parking garage, a hotel, and retail development. Also provided design oversight for the arena.

Great American Ball Park, Cincinnati

Directed IFG's role as Owner's Representative for the Cincinnati Reds' new ballpark. Opened on March 31, 2003, the \$280 million open-air ballpark includes 42,000 seats, 63 private suites, 2,000 club seats, and 300 Diamond Club seats.

Comerica Park, Detroit

Directed IFG's role as Owner's Representative for the Detroit Tigers' new \$325-million ballpark project, including oversight of the 55-acre site development for the new ballpark and the new stadium for the Detroit Lions. Completed in April 2000, the ballpark includes 40,000 seats, 105 private suites, multiple restaurants, extensive fan amenities, and a 1,000-space parking ramp.

Monona Terrace Community & Convention Center, Madison, WI

The State of Wisconsin and the City of Madison agreed to jointly develop one of Frank Lloyd Wright's last designs into a state of the art convention and community center at the most prominent and challenging location in downtown Madison. On behalf of Stein & Company, Appell directed program management services provided by the Findorff/Stein JV Construction Manager. Designed by Taliesin Architects, the \$67.1-million, 250,000-SF, multi-level convention center and adjacent 560-space parking ramp were completed on budget and ahead of schedule.

EDUCATION

Masters Degree in Architectural Administration, University of Illinois
Bachelor of Science in Architectural Studies, University of Illinois

PROFESSIONAL AFFILIATIONS

Registered Architect in Wisconsin

STANDARD PROPOSAL ADDENDUM

It is understood by the client that AECOM Technical Services, Inc., (AECOM) can make no guarantees concerning the recommendations which will result from the proposed assignment, since these recommendations must be based upon facts discovered by AECOM during the course of the study and those conditions existing as of the date of the report. To protect you and other clients, and to ensure that the research results of AECOM's work will continue to be accepted as objective and impartial by the business community, it is understood that our fee for the undertaking of this project is in no way dependent upon the specific conclusions reached or the nature of the advice given by us in our report to you.

It is agreed by the client that the report is not to be used in conjunction with any public or private offering of debt or equity securities without prior written consent.

It is further agreed that the client will indemnify AECOM against any losses, claims, damages and liabilities under federal and state securities laws which may arise as a result of statements or omissions in public or private offerings of securities.

It is agreed by the client that payment for the services of AECOM is due upon receipt of the invoice; that full payment is due upon receipt of the completed report; and that AECOM has the right to withhold delivery of the final report pending receipt of any overdue payments.

In the event any invoice is not paid within 30 days after rendering of the invoice it shall commence bearing interest on the date the invoice was rendered at the rate of 18 percent per annum (or such lesser rate as may be the maximum interest permissible under applicable law) and the client agrees to pay all accrued interest, together with the charges for services rendered as provided for in this agreement. In addition, should an unpaid invoice be referred to our attorneys for collection, the client agrees to pay their reasonable fee for such work, as well as any costs of suit that may be incurred.

This Agreement may be terminated by either Client or AECOM by giving written notice at least thirty (30) days prior to the date of termination. In the event of such termination, Client shall pay AECOM for services and Reimbursable Expenses performed or incurred prior to the termination date.

It is further agreed by the client that the report is not to be relied upon by third parties and that no abstracting of the report will be made without first obtaining the permission of AECOM.

It is understood by AECOM that the findings of this report are the proprietary property of the client and they will not be made available to any other organization or individual without the consent of the client.

This proposal will remain in force for a period of 90 days from the date shown hereon.