

Rhode Island Commerce Corporation
315 Iron Horse Way, Suite 101
Providence, Rhode Island 02908

REQUEST FOR PROPOSAL (RFP)
Economic Development and Real Estate Strategy Consulting Services

REQUEST FOR PROPOSAL

I. Description of Proposal

The Rhode Island Commerce Corporation (“Commerce RI”) and the I-195 Redevelopment Commission (“Commission”), in consultation with the City of Providence (“City”) seeks to retain one or more vendors (“Consultant”, “Specialty Consultant” or “Offeror”) to provide Economic Development and Real Estate Strategy Consulting Services.

The assignment awarded under this contract will be related to the I-195 Redevelopment District and neighboring areas (the “Project Area”) in Providence, Rhode Island. The I-195 Redevelopment Commission was created in late 2011 as a subsidiary of the Commerce RI with the missions of redeveloping the land and area previously used by the now-relocated terminus of Interstate I-195 in Providence, RI. Established to oversee, plan, implement, and administer the development of 19 developable acres of land, the Commission’s primary mission is, “To foster economic development on the I-195 land and beyond and generate job creation opportunities that embrace the City’s demographics by creating a vibrant mixed use environment that encourages high value users to build well-designed structures that enhance the value of surrounding neighborhoods and augment the sense of place.”

This document constitutes a Request for Proposal (“RFP”), in a competitive format, from qualified individuals and organizations to provide Economic Development and Real Estate Strategy Consulting Services. This request is an offer by Commerce RI to purchase, in accordance with the terms and conditions of this RFP, the services, in whole or in part proposed by the successful Offeror(s), by contract.

1.1 The respondents to this RFP shall provide a proposal, in accordance with the terms and conditions set forth herein, to provide all or a portion of the services to Commerce RI as described in the scope of services.

II. Background

Commerce RI’s mission is to work with its private, public and non-profit partners to create the conditions for businesses in all sectors to thrive and grow in order to promote prosperity for all of our citizens. Commerce RI offers business services and assistance, access to capital programs,

incentives and a variety of programs to help companies grow within Rhode Island's borders and relocate to our great State. Additional agency information is available at www.commerceri.com.

III. Scope of Services

General Description

Commerce RI anticipates that the Consultant(s) and Specialty Consultant(s), in performing the services outlined herein, will work on a highly collaborative and interactive basis with Commerce RI officials, the Commission and the City or their designees to facilitate the Consultant's or Specialty Consultant's work in a timely fashion and to obtain the benefit of Commerce RI's work to date in project planning and economic development for the Project Area.

The Consultant will be responsible for providing work within the following categories of services.

Category 1: Project Area Orientation and Assessment

Time Frame: Weeks 1-3

Conduct a site visit to assess the physical environment and market context of the Project Area. This assessment will include understanding the relationship between adjacent districts as well as the physical land use environment (office/housing/institutional uses/etc.), transportation access and existing and proposed infrastructure systems. This physical assessment will inform whether the I-195 land itself is sufficient to achieve its mandated goals or if surrounding sites should be incorporated into a larger Project Area.

In this stage of the assignment, the Consultant's team will meet with Commerce RI and Commission staff or its designees to review project information requirements, deliverables and timeline. At the direction of Commerce RI, the Consultant will also meet with selected Stakeholders and City planning agency officials to understand Project Area work that has been accomplished to date, proposed future development plans, potential anchor tenant or land owner spatial requirements and timing, and potential economic incentives that may be available or necessary for development. Commerce RI and the Commission will make available to the Consultant available information on the Project Area's physical description, land use regulations, active or pending development proposals and available real estate market information.

Category 2: Market/Economic Assessment

Time Frame: Weeks 2-4

Based on information provided by Commerce RI and data obtained from local agencies and market sources, the Consultant will conduct a high-level assessment of the strengths, weaknesses, opportunities and threats ("SWOT") of the Project Area and local economy. This phase of the assignment will include a review of local demographic, employment, and real estate

market trends. The Consultant will analyze local and regional employment trends, real estate market and business conditions, City and State economic development agendas, and perform an assessment of potential Project Area anchor institutions and businesses as job demand generators. In addition, the Consultant will conduct a property level market assessment of the demand and development feasibility for different property uses (e.g., office, residential, research and development, hospitality, recreational, specialty, etc.) for the Project Area. Concurrent with this analysis, the Consultant would be expected to meet with local real estate brokers and developers.

Category 3: Comparable Project Analysis

Time Frame: Weeks 3-4

Based on information obtained from the above categories, conduct a comparable project analysis of at least three national projects of a similar scale and urban environment. These “case studies” will focus on physical project characteristics, applicability to the proposed project/project area, strategy/implementation and ultimate economic outcome. Information provided should include size/scale, ownership/ownership structure, deal structure, project/development sequencing, real estate tax structures and funding/capitalization. If available, economic and fiscal impacts information should be provided. Lessons learned and an applicability assessment of each case study vis-à-vis the Project Area and the local environment/economy will be included.

Category 4: Formulation and Review of Preliminary Development Strategy/Framework

Time Frame: Week 5

Following completion for the preceding Categories 1-3, the Consultant will meet with Commerce RI, the Commission, City or other designees to review the Consultant’s preliminary conclusions and recommendations including the following: (i) Alternate “Vision Scenarios” for the development of the Project Area and, if appropriate, neighboring area(s); (ii) recommended development strategies, rationale, key drivers of economic activity, and implementation milestones;(iii) identification of tools and resources, both existing and new, to execute the proposed development strategies; (iv) identification and prioritization of potential anchor land uses and tenants that can serve as catalysts for economic development in the Project Area and more broadly for the City and State; (v) land disposition and development sequencing and transactional structuring alternatives; (vi) a proposed framework for evaluating development proposals in the context of the recommended Project Area vision and strategy.

Category 5: Finalize Development Strategy Framework and Implementation Services

Time Frame: Weeks 6-8

Based upon feedback from Commerce RI and the Commission obtained at the preliminary review meeting and subsequent follow up conversations and meetings as necessary with local

stakeholders, the Consultant would supplement and refine the preliminary conclusions and recommendations determined in Category 4 into a final presentation and report on the recommended Development Vision, Strategy and Framework for the Project Area including the topics identified in Category 4. This work product will be submitted and discussed at not more than three meetings with Commerce RI and key stakeholders who have been identified in the course of the engagement.

Specific Project Proposals and Specialty Consultants

During and subsequent to the completion of the above assignment, the Consultant in collaboration with Specialty Consultants may be asked to review and evaluate specific project proposals received by Commerce RI, such as special purpose uses including athletic/stadium/entertainment facilities, structured parking, etc.

Those firms with specific expertise (i.e. physical feasibility assessments, environmental impact studies, site analyses, etc.) (“Specialty Consultants”) in areas that will enable Commerce RI and the Commission to assess certain technical aspects of specific project proposals are encouraged to respond to this RFP, individually, detailing their respective area of expertise and providing the information required in the Proposal Format section. For the avoidance of doubt, Consultants and Specialty Consultants should not respond to this RFP as a team. In addition, the Consultant and Specialty Consultants shall provide a summary of how each will develop a budget for review and evaluation for such special project proposals.

IV. Proposal Format

All proposals shall provide information relating to the elements listed in sufficient detail to allow Commerce RI, in consultation with the Commission and City to conduct an informed and fair selection process. Proposals shall not exceed 24 single-sided pages in length, excluding resumes and appendices. Failure to include any of the following information may have an adverse impact on the evaluation of a proposal. A submission must at a minimum, include the following elements:

1. Table of contents and an executive summary of the proposal should be included.
2. Provide the name of your company and the name, address and telephone number and email address of a person with whom our office can communicate regarding this RFP.
3. Firm Background: Please provide a summary overview of the firm(s) comprising your proposed consultant team, including office locations, number of staff in each location by discipline. Brochures and marketing materials may be included in an appendix to the proposal.
4. A discussion and justification of the methods proposed to fulfill the all or a portion of the above Scope of Services and an identification of any technical issues that may be arise at each stage of the project.

5. A work plan description shall include a list of project deliverables and a detailed monthly project schedule, in line with the schedule above, including milestones and processes that will be employed to administer the project, The Offeror shall include task assignments of staff members and level of effort for each linked to the cost proposal and project deliverables.
6. Project Team: Please identify the key members of the proposed consultant team who will manage and staff this contract. Specifically, please identify a Principal-in-Charge and a Project Manager for the overall contract as well as other technical and design staff in each of the disciplines listed in the scope of the services. An organization chart would be helpful. Please advise as to the immediate and anticipated availability of key personnel. Please provide professional resumes and billing rates for all proposed personnel.
7. Relevant Project Experience: Please provide information on no more than ten (10) highly relevant projects, including athletic/stadium/entertainment facilities, undertaken by the proposed consultant team within the past five (5) years. The selected projects should demonstrate the experience of the proposed consultant team with the project types and special purpose uses described in the Scope of Services. Where applicable, please indicate where individual members of the proposed consultant team have worked on the relevant projects.
8. References including client name, address, contact person, telephone number, email, project start and end date, as well as a project description. References should be for similar or related projects that proposed key staff members for this project have worked.
9. Copies of all documentation which demonstrate the firm(s) has the legal ability to perform the services in the State of Rhode Island, described generally heretofore.
10. Certification that a Certificate of Good Standing from the Rhode Island Division of Taxation will be delivered to the Corporation upon award.
11. A listing of all current and ongoing contracts between any/all firms proposing and the Corporation or the State of Rhode land.
12. A disclosure of all outstanding financial obligations with the State of Rhode Island for any of the firms included in the proposal.
13. Acknowledgement of a Confidentiality Agreement and Conflict of Interest Affidavit requirements.
14. Please provide a cost proposal as follows:
 - Information relating to firm's fee structure, including appropriate "rate sheets".
 - A total, maximum price to accomplish all of the work described in Section III.
 - A budget for each category/task/subtask which provides:
 - Labor estimate that correlates to the information provided in Section IV.5. above
 - Non-labor expenses
 - Items not included in the price

V. Evaluation and Selection Criteria

EVALUATION CRITERIA:

Project Team/Firm Background
Relevant Project Experience
Fee Structure

VI. NOTIFICATIONS

1. Equal Employment Opportunity (RIGL 28-5.1) – 28-5.1-1 Declaration of policy – (a)Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island State government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of State employment. This policy applies to all areas where the State dollar is spent, in employment, public services, grants and financial assistance, and in State licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401) 222-3090.
2. In accordance with Title 7, Chapter 1.1 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This is a requirement only of the successful contractor.
3. The Commerce Corp RI reserves the right to consider evaluation criteria other than that listed in this RFP.

VII. Response Date

Responses to this RFP are due by March 31, 2015 by 2:00pm. Include one (1) electronic (PDF) version and five (5) printed copies of the complete proposal and must be mailed or hand-delivered in a sealed envelope marked:

Rhode Island Commerce Corporation
ATTN: Economic Development and Real Estate Consulting Services
315 Iron Horse Way
Suite 101
Providence, RI 02908

An electronic copy (PDF) of the complete proposal must also be submitted to mwalker@commerceri.com. Note: Responses received via electronic submission only may be disqualified.

The Corporation reserves the right to terminate the Project prior to entering into any negotiated contract with any qualified firm or firms pursuant to this Request for Proposals, and by responding hereto, no firm or firms are vested with any rights in any way whatsoever.

LOGISTICS:

No phone calls will be accepted. The Corporation will not accept, nor answer any inquiries received which pertain to this solicitation.

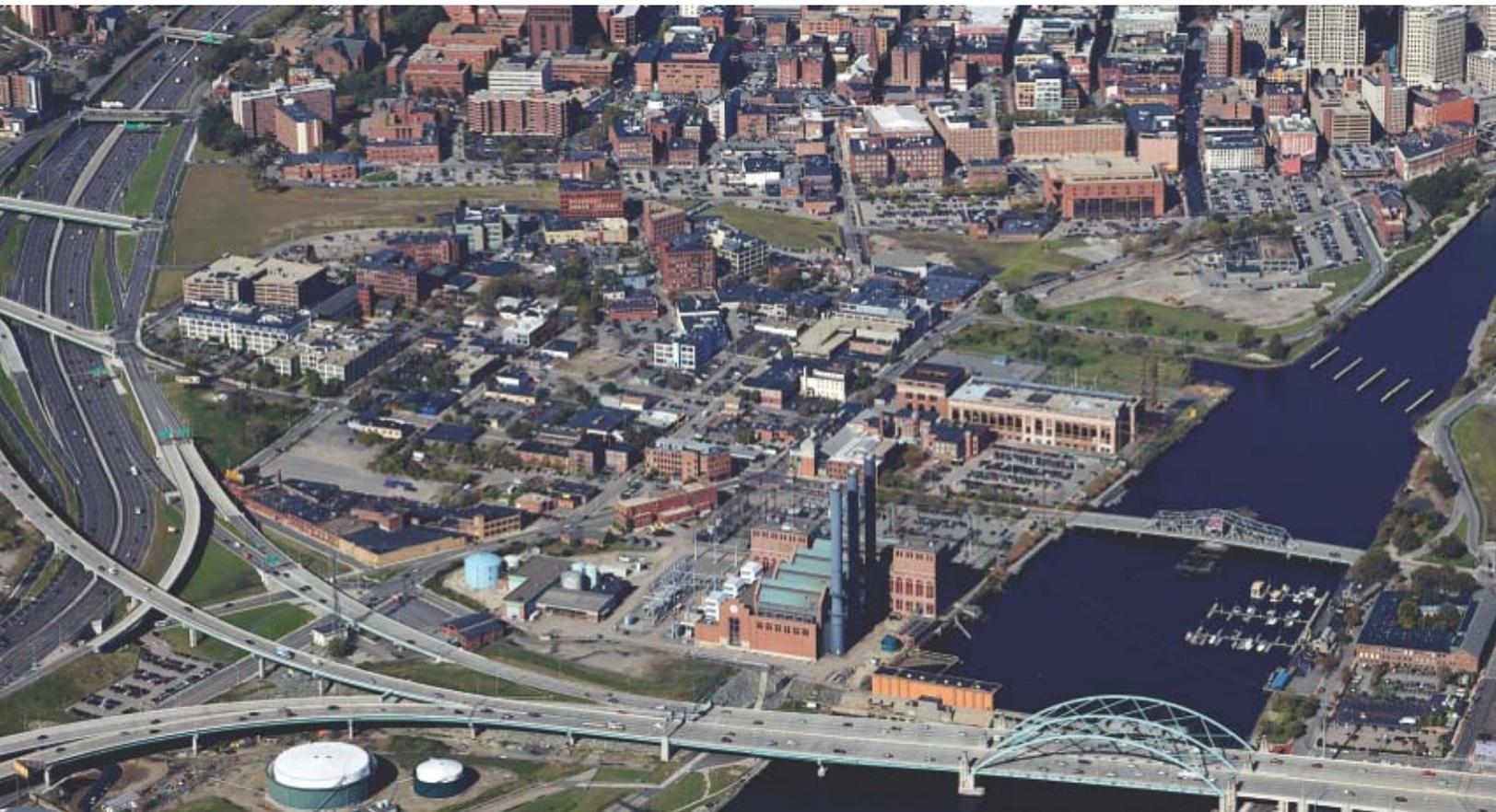
This Request for Proposal is being issued on **March 20, 2015** and responses are due no later than 2:00 p.m., local time, on **March 31, 2015**. Any responses received after this time will not be considered.



Proposal for:

Economic Development and Real Estate Strategy Consulting Services

March 31, 2015



FIRM BACKGROUND

HR&A Advisors, Inc. (HR&A) is an industry leader in economic development, real estate and public policy consulting. Equipped with a unique understanding of the intersection of the public and private sectors, HR&A has served a diversity of clients for over 30 years. HR&A is a closely-held, 100% employee-owned Class C corporation, incorporated under our current name in 2007, but formerly known as Hamilton, Rabinovitz and Alschuler and operating under that name since 1976.

HR&A has 60 full-time employees, and corporate offices in New York (46 full-time employees), Los Angeles (8 full-time employees), and Washington, D.C. (6 full-time employees) a presence that allows us to effectively serve clients around the world. From Brooklyn to Toronto, Memphis to London, our passion and dedication to communities is evident in our work. Our approach has enabled hundreds of public and private clients to transform real estate and economic development concepts first into actionable plans, then into job-producing, community-strengthening assets.

LARGE SCALE MASTER PLANNING EXPERIENCE



Relevant Project Team

John Alschuler
Andy Altman

Anacostia Waterfront Initiative Framework Plan

In partnership with city and federal agencies, HR&A led a major planning and development effort for the District of Columbia's Office of City Planning to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile stretch of the Anacostia River. The firm managed the overall effort, known as the Anacostia Waterfront Initiative. Our work included coordinating numerous public agencies and stakeholders, economic analysis, and complex real estate analysis and advice. HR&A assisted the District of Columbia to implement the plan by guiding the redevelopment of substantial properties, including the 55-acre Southeast Federal Center, the southwest waterfront along the Washington Channel, and RFK stadium and its surrounding areas. The firm also assessed the feasibility of numerous locations for a new major league baseball stadium, negotiated with selected developers, and created a public finance strategy to support both the stadium and affordable housing. HR&A also oversaw the creation of the Anacostia Waterfront Corporation's (AWC) business plan and developed the AWC's policies and procedures for human resources, procurement, and real estate disposition.

HR&A also led a substantial public outreach process to ensure that the plan aligned with community concerns and aspirations. For instance, the firm coordinated 19 public meetings in a three-month period during the project's first phase.

The Anacostia Waterfront Initiative Framework Plan won an AIA Honor Award for Regional and Urban Design. According to the Washington, D.C. Mayor's Office, the Anacostia Waterfront Initiative has catalyzed over \$8 billion in economic development investment to date.



Relevant Project Team

Kate Wittels

Strategic Plan to Reposition the Brooklyn Tech Triangle

As part of a strategic plan for several neighborhoods in downtown Brooklyn, HR&A led a real estate and economic analysis to develop real estate policy recommendations to enhance the tech sector in the "Brooklyn Tech Triangle" area. The team, led by WXY Architecture + Urban Design, created a strategic plan, for an area that encompasses the neighborhoods of DUMBO, Downtown Brooklyn, and the Brooklyn Navy Yard. Individually, these neighborhoods have attracted the interest of innovative tenants in the last several years, especially in DUMBO, which has become a recognized tech hub. The strategic plan included development of a working definition of the target tech and creative industry sectors, assessment of the current status of tech and creative companies currently in the Tech Triangle area, and recommendations for changes in real estate policies, workforce development, transportation, open space and streetscape, and economic development infrastructure to foster the growth of the technology and creative economy in the area.

In November 2013, the New York chapter of the American Planning Association (APA) honored the Brooklyn Tech Triangle Strategic Plan with its annual award for "Meritorious Achievement," citing the ambitious scale of the plan to serve as a model for economic development in urban centers.

RELEVANT PROJECT EXPERIENCE



Legacy Planning for the London 2012 Olympic Park

HR&A has served as a strategic advisor to the Olympic Park Legacy Company (OPLC), the quasi-government organization established to oversee the development and operations of the approximately 600-acre Olympic estate after the conclusion of the 2012 Olympic Games. The London Olympics are at the heart of a major post-industrial revitalization initiative of the City of London and the Central Government. The Olympic Park, along the River Lee in East London – the city’s former industrial powerhouse that has been home to the city’s most socially and economically deprived boroughs in recent years – concentrates the athletes’ village and the majority of the sporting venues around a major new 250-acre open space network that will include two signature public parks, several smaller neighborhood parks, and miles of new park paths, connections and roadways that will stitch together the boroughs of Hackney, Greenwich, Newham, Tower Hamlets, and Waltham Forest, and is intended to anchor the development of a new estate that will serve as the hub of East London’s regeneration and London’s metropolitan expansion in decades to come.



Relevant Project Team

John Alschuler
Andy Altman

In 2010, HR&A conducted a strategic review of Legacy plans for the Olympic parklands network. The firm reviewed the park system’s previous Legacy Masterplan Framework and business plan, analyzed best practices for development, activation, and management of post-industrial and post-Olympic landscapes, and made recommendations to the OPLC as it developed plans for post-Games landscape transformation and legacy development. The firm helped develop new capital and operating budgets in line with recommended strategies for ensuring the landscape becomes a world-class park system after the Games, complete with a dedicated park programming and stewardship framework to activate, manage, and maintain the public realm. HR&A presented the strategic review to OPLC’s executive staff and board, who adopted a new perspective on the role and requirements for successful estate development through investment in the public realm.

In 2011, OPLC engaged HR&A to develop a new Park Plan as part of a larger organizational business planning initiative that HR&A also advised on. The firm served as an extension of OPLC staff through an intensive effort to coordinate the revision and new development of capital and operating budgets developed by a team of consultants and staff to implement the strategy for the redesign and repurposing of certain park assets, including the signature South Park, significant portions of the more pastoral North Park, and large-scale development parcels awaiting future phases of real estate development. HR&A both managed the overall Park Plan process and conducted primary research into certain critical financial and governance elements of the plan like the costs, revenues, and preferred partnership structures for park programming and events.

OPLC has begun to implement the Park Plan, restructuring its organizational budgets and launching two design competitions – one for the redevelopment of the South Park after the Olympic Games, which was won by a team led by Field Operations, and the other for the development of a destination playground and major park hub and community center in the North Park, which was won by a team led by London-based erect architecture.

RELEVANT PROJECT EXPERIENCE



Relevant Project Team

John Alschuler
Shuprotim Bhaumik

Planning for Research Triangle Park

The Research Triangle Park was the first and most prestigious of its brand of science and technology research parks. Built in the 1960s with the support of state and local economic development agencies and the three major universities in the region, the Park has catalyzed high-tech employment growth in the region and set the standard for parks comprised of corporate campuses within a park-like setting. On behalf of the Research Triangle Foundation, HR&A worked with a multidisciplinary team to create a master plan for the next 50 years of the Park's growth, serving as the team's economic and business planning advisor. As part of its work, HR&A assessed the local real estate market and the needs of the current and next generation of Park companies to recommend a set of improvements and changes to the Park. HR&A then evaluated the financial feasibility of physical and business planning alternatives generated by the team, and recommended a set of implementation and business strategies for the Foundation to undertake to help the Park continue to act as an engine of regional economic growth.

In parallel, HR&A undertook a comprehensive assessment of the economic and fiscal impact of the Park throughout the region, using longitudinal employment data to determine the Park's role in generating high-technology employment in the Research Triangle region. This study estimated the economic and fiscal impact of this employment, including direct, indirect and induced impacts. The study also calculated additional economic benefits including private industry investment, entrepreneurship and the creation of an innovation economy. As the Master Plan evolved, HR&A expanded its economic assessment to estimate the impact of the regulatory changes and additional development envisioned in the Plan.

HR&A now serves as an advisor to the Research Triangle Foundation as it works to implement the Plan. HR&A assisted the Foundation in working with tenants and owners within the Park to assemble land for mixed-use development clusters within the Park. HR&A also worked to identify development partners for plan implementation, and to negotiate and structure associated agreements. The Foundation designated Hines as its lead development partner.



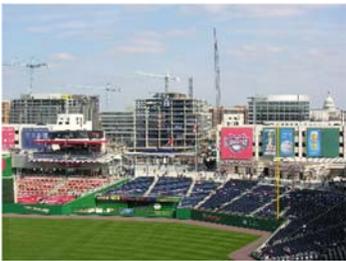
Relevant Project Team

John Alschuler
Kate Wittels

Industry City Development Advisory

HR&A is assisting the ownership of Industry City, a 6-million-square-foot industrial campus on Brooklyn's Sunset Park waterfront, in a broad rezoning and repositioning effort to support the growth of the City's innovation economy. The rezoning would allow for a mix of uses including academic, hotel, and retail, while still primarily accommodating innovation economy tenants. The positioned campus would support more than 19,000 jobs, including over 13,000 direct on-site jobs at Industry City. As part of an earlier phase of work, HR&A analyzed the current tenancy and area market conditions to determine the programmatic recommendations for repositioning the campus into an innovation district. Based on the proposed program, HR&A determined the economic impacts of one-time and ongoing jobs and related economic activity, as well as the potential fiscal impact should the portfolio develop into an innovation hub. The area is in need of capital investment as a result of significant damage from Superstorm Sandy and years of deferred maintenance. HR&A determined feasibility to reposition the campus in light of these capital needs and developed a case for public support to realize the programmatic changes and increased economic and fiscal impacts for Sunset Park and New York City.

STADIUM EXPERIENCE



Relevant Project Team
John Alschuler

Capitol Riverfront District Planning

On behalf of the District of Columbia’s Office of City Planning, and in partnership with city and federal agencies, HR&A guided six nationally renowned planning firms to create a revitalization plan for the neighborhoods and waterfront along a ten-mile stretch of the Anacostia River. The resulting Anacostia Waterfront Initiative Framework Plan won an AIA Honor Award for Regional and Urban Design and has catalyzed billions of dollars in private investment to date. HR&A assisted the District of Columbia to implement the plan by guiding the redevelopment of the 55-acre Southeast Federal Center, assessing the feasibility of numerous locations for a new major league baseball stadium, negotiating with selected developers for the Navy Yard, and creating an innovative public finance strategy to support both a new home for the Washington Nationals and affordable housing.

Our work provided a development framework for a new 350-acre neighborhood: the Capitol Riverfront, anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard. HR&A also prepared the plan for the new development at the Navy Yard—“The Yards”. Following Congress’s decision to relocate the US DOT headquarters to the former Southeast Federal Center near the Navy Yard, HR&A supported the District in negotiating a PILOT agreement with the private developer for the US DOT building. Bonds were then issued against these future PILOT payments and the proceeds were used to invest in public infrastructure to make the Capitol Riverfront neighborhood more attractive; funding from these bonds was crucial to infrastructure improvements and the development of two waterfront parks that opened in 2010. HR&A supported the District in creating a new Tax Increment Finance District around the Ballpark, which provided the last tranche of financing for the completion of the Ballpark, and further investment in public infrastructure, as well as a community benefits fund to catalyze revitalization of other areas within the Anacostia Waterfront Initiative.

The Capitol Riverfront has become one of the District’s most successful transformation efforts. This 350-acre neighborhood surrounding the Washington Navy Yard has seen more than \$3 billion in private investment surrounding the Washington Navy Yard and new Nationals Ballpark.

RELEVANT PROJECT EXPERIENCE



Relevant Project Team
John Alschuler

Major League Soccer

In late 2011, Major League Soccer (MLS) retained HR&A as development advisor to lead its efforts to develop a new professional soccer stadium in New York City. With a goal of bringing a new 20th team to the league, HR&A established key parameters for site selection and established a shortlist of potential sites; led a team of sub-consultants - architectural, infrastructure, transportation, construction, land use counsel, and government affairs firms - through a comprehensive evaluation process; and narrowed the search to a priority site for further study and planning. HR&A then oversaw the multidisciplinary team throughout a complex stadium design and site planning process; advised MLS in navigating the public review process, serving as lead liaison to City agencies and creating a replacement parkland strategy to address parkland alienation; and managed a comprehensive public relations effort to build public and community support, including development of a significant set of open space improvements surrounding the site.

In the spring of 2013, MLS came to an agreement with the Manchester City Football Club and the New York Yankees to establish MLS' 20th franchise, the New York City Football Club. The new franchise generated a record fee of \$100 million, more than twice the highest MLS franchise fee to date. The new club began its inaugural season in March 2015 at Yankee Stadium.



Analysis of Certain Economic and Fiscal Impacts of the Farmer's Field Professional Football Stadium Proposed for Downtown Los Angeles

For the City Administrative Officer (chief budget official) of the City of Los Angeles, HR&A completed a series of assignments to respond to City Council information requests regarding the economic impacts of the Farmers Field professional football stadium and convention center expansion project proposed by AEG for a downtown Los Angeles site, adjacent to the Staples Center professional basketball and hockey arena and across the street from LA Live, a themed entertainment and lodging district also developed by AEG. The project is located on a 68-acre site and includes construction of a new 72,000-seat stadium, reconstruction of an existing Los Angeles Convention Center (LACC) exhibit hall to connect LACC directly to the new stadium, and the construction of two new parking structures to accommodate about 3,900 vehicles. HR&A independently reviewed a range of economic, fiscal and financial projections prepared by other consultants to AEG and the City, and then prepared supplemental analysis to answer specific questions. This included preparation of a model to forecast whether new parking structure lease revenue, parking revenue and new parking tax revenue derived from the net increase in activity associated with the stadium would be sufficient to offset the City's loss of parking revenue caused by demolition of certain existing parking resources at LACC to accommodate the new project, or require AEG to tender a "make whole" payment to compensate the City for any revenue shortfall over a 55-year period, as required by a Development Agreement between AEG and the City. HR&A also prepared estimates of the general economic impacts within the City from certain transportation improvements that AEG is required to construct to implement required traffic impact mitigation measures. Finally, HR&A developed estimates of how much of the total citywide economic impacts of the proposed project (i.e., jobs and economic output) would be distributed to each of seven subareas within the City, and the scale of economic impacts that would accrue to jurisdictions outside the City of Los Angeles, but elsewhere within Los Angeles County.

RELEVANT PROJECT EXPERIENCE

LOCAL EXPERIENCE



Thayer Street Redevelopment Strategy

HR&A was part of a multidisciplinary team working on behalf of the City of Providence to re-envision Thayer Street, the main commercial corridor on College Hill, home to Brown University. HR&A conducted a high level market analysis to identify the range of viable uses within the planning area, including neighborhood retail, multifamily residential, hotel, and small office. These findings informed the physical plan as well as the outreach, promotion, and management structure. HR&A also conducted a detailed retail analysis to identify market-supportable tenant types that support neighborhood aspirations. Finally, to attract the desired uses and tenants, HR&A recommended a range of marketing materials and strategies that reflect the types of uses planned.



Economic Impact Analysis of Providence Office Tower Residential Conversion

HR&A provided economic impact analysis in support of the Cornish Associates' request to the State of Rhode Island for a special allocation tax credit to enable the conversion of 111 Westminster Street, also known as "The Superman Building", into residential rental units. The signature office building on downtown Providence skyline was vacated by the Bank of America in 2013, and due to its age and configuration has limited re-use potential for office space. HR&A prepared a report that demonstrated the lack of office re-use potential, the potential negative impacts on downtown real estate to leaving the building vacant, and the successful use of tax credits to encourage downtown revitalization through residential attraction strategies in other cities. HR&A further estimated over \$159 million in one-time construction and over \$25 million in annual permanent spending in the State resulting from the conversion of this iconic, 26-story, historic building from office to residential uses. HR&A presented the findings from our analysis to a committee of the Rhode Island Senate in June 2014.



JOHN ALSCHULER

CHAIRMAN

LEVEL OF EFFORT: 10%

EDUCATION

University of Massachusetts
Doctorate of Education
Urban Education and Public Administration
1973

Wesleyan University
Bachelor of Arts
1970

AFFILIATIONS

Center for an Urban Future
Board of Directors
2014-Present

Global Agenda Council on Urbanization
of the World Economic Forum. Member
2012 – Present

Friends of the High Line
Board Chair
2009 – 2014

Friends of the High Line
Emeritus Board Chair
2009 – 2014

SL Green Realty Corp.
Board of Directors
Chair of the Compensation Committee
1997 – Present

Columbia University
Graduate School of Architecture,
Planning, and Preservation
Adjunct Associate Professor
1988 – Present

For over 25 years, HR&A Chairman John Alschuler has guided the firm's real estate advisory practice. John's work focuses on development finance, the revitalization of urban communities, regional economic development, waterfront redevelopment and asset planning for institutions. John's core skills include structuring public-private partnerships, development finance, building parklands, and creating innovative development strategies. He has worked in places as diverse as Washington, D.C, Columbus and Cincinnati, Ohio, Charleston, South Carolina, and Kuwait City, and his work has produced bold plans that have reshaped important neighborhoods, downtown districts, and waterfronts. He served as the City Manager of Santa Monica, California, where he was responsible for the planning and development of the Third Street Promenade.

Industry City Development Advisory

On behalf of Industry City, a 6-million-square-foot industrial campus on Brooklyn's Sunset Park waterfront, leading a broad rezoning and repositioning effort to support the growth of the City's innovation economy. The rezoning would allow for a mix of uses including academic, hotel, and retail, while still primarily accommodating innovation economy tenants. The positioned campus would support more than 19,000 jobs, including over 13,000 direct on-site jobs at Industry City. Analyzed the current tenancy and area market conditions to determine the programmatic recommendations for repositioning the campus into an innovation district. Based on the proposed program, led the team in determining the economic impacts of one-time and ongoing jobs and related economic activity, as well as the potential fiscal impact should the portfolio develop into an innovation hub. Determined feasibility to reposition the campus in light of these capital needs and developed a case for public support to realize the programmatic changes and increased economic and fiscal impacts for Sunset Park and New York City.

Research Triangle Park Economic and Planning Advisor

For the Research Triangle Park, the first and most prestigious of its brand of science and technology research parks, worked with a multidisciplinary team create a master plan for the next 50 years of the Park's growth, by advising the team on economic and business planning. Directed an assessment of the local real estate market and the needs of the current and next generation of Park companies to recommend a set of improvements and changes to the Park. Evaluated the financial feasibility of physical and business planning alternatives generated by the team, and recommended a set of implementation and business strategies to help the Park continue to act as an engine of regional economic growth. Identified development partners for plan implementation, and negotiated associated agreements. Hines was designated as the lead development partner. Currently serving as an advisor to the Research Triangle Foundation as it works to implement the Plan.

Sparking Real Estate Development through Park Activation on the High Line

On behalf of the Friends of the High Line, led the preparation of an economic impact study regarding the possible reuse of the High Line rail viaduct as a public open space. Considered whether the costs associated with converting the railroad into a public open space would be justified by the economic and social benefit that the park would produce. Worked in conjunction with the Friends of the High Line and the NYC Planning Commission in developing an innovative rezoning with the NYC Department of City Planning, which built on the reputation of the surrounding neighborhoods as a center for art and culture in

WORK EXPERIENCE

HR&A Advisors, Inc.
(Formerly Hamilton, Rabinovitz & Alschuler, Inc.)
Chairman
1984 – Present

Daniel Island Development Company
President
1993 – 1996

City of Santa Monica California
City Manager
1981 – 1984

Ford Foundation
Consultant to
1980 – 1981

SPEAKING ENGAGEMENTS

John is a regularly requested speaker for conferences and events held by large professional organizations both in New York City, and internationally. Some of his more recent speaking engagements have been held by the Urban Land Institute (ULI), the New York City Bar Association, the International Skyrise Greenery Conference and WNYC.

Manhattan. In 2009, the Urban Land Institute awarded the NYC Department of City Planning’s 2005 West Chelsea Rezoning a Global Award for Excellence. Currently, serves as Board Chair to the organization.

The Anacostia Waterfront Initiative and Capitol Riverfront District Plan

For the District of Columbia’s Office of City Planning, in partnership with City and federal agencies, led the Anacostia Waterfront Initiative to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile-stretch of the Anacostia River. Managed the overall effort, including analyzing the opportunities and challenges for development, performing economic analyses to demonstrate the viability of the Framework Plan, building consensus for the vision among numerous public agencies, and coordinating substantial public outreach efforts. Produced a development framework plan for a new 350-acre neighborhood anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard: the Capitol Riverfront.

Development of the New Jersey Performing Arts Center

On behalf of the New Jersey Performing Arts Center (NJ PAC), oversaw the development of a long-term financial plan for a half-billion dollar performing arts project in Newark. This project included federal, state, city, and private funds made up of grants, bond financing, tax increment financing, special assessments, and a New Market Tax Credit. Reviewed existing feasibility studies of entertainment facilities, researched potential funding sources, and assessed infrastructure requirements.

Columbus Downtown Development Advisor

For three years, led the downtown development efforts for the City of Columbus, Ohio as its development manager. Secured substantial funding from both public and private sectors for a planned development of a \$250 million mixed-use project. The area is slated to include a riverfront park, an arts district, a baseball stadium, and a redesign of the Lazarus building and the city’s amphitheater.

Major League Soccer Owner’s Representative Services, NY

For Major League Soccer (MLS) led pre-development advisory services to bring a 25,000-seat professional soccer stadium and new franchise to New York City. Oversaw a 7-firm, multidisciplinary team throughout a comprehensive site evaluation process; followed by a complex stadium design and site planning process. Served as lead liaison to City agencies and crucial third parties throughout the public review process, during negotiations around a series of pre-development agreements, and in planning for a feasible parkland alienation strategy. Oversaw a comprehensive public relations effort to build public and community support. Continued to support MLS in negotiations with a new franchise owner, the New York City Football Club (NYCFC). In 2013, NYCFC purchased the 20th MLS franchise for \$100 million, a record fee for the league.

Development Advisor for a new Miami Soccer Stadium, Miami, FL

For Beckham Brand Limited serving as a development advisor to assist in efforts to develop a new professional soccer stadium in Miami, Florida. Assembled a multidisciplinary team to establish parameters for the stadium’s site requirements, including the franchise’s desire for a vibrant, urban location. Identified potential sites throughout the Miami area, and performed a preliminary site evaluation on those that best met the site selection criteria, assessing neighborhood context, brand value, stadium fit and orientation, traffic and access, parking, and site acquisition costs. Throughout the site selection process, worked as a liaison to the Miami-Dade County government, briefing the County Commissioners on the value of an urban soccer stadium to Miami and site selection. Continues to advise the franchise and a team of sub-consultants to create a lease with the City of Miami or Miami-Dade County, including completion of required planning studies, land use alterations, master planning, and additional components required for stadium approval and financial feasibility.



SHUPROTIM BHAUMIK

PARTNER

EDUCATION

University of New York Stony Brook
Masters of Science
Economics
1992

Presidency College, India
Bachelor of Arts
Economics
1987

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2010 – Present

AECOM Economics
Senior Vice President
Global Co-Leader
2009 – 2010

Economics Research Associates
Leader of Economic Planning and Real Estate Group
Principal
2005 – 2009

Economics Research Associates
Senior Associate
2003 – 2005

New York City
Economic Development Corporation
Senior Vice President
1997 – 2003

New York City OMB
Senior Budget Analyst
1995 – 1997

1993
Financial Economist
Emerging Markets Finance Corporation
Amersfoort, Netherlands

LEVEL OF EFFORT: 5%

Shuprotim Bhaumik has over two decades of experience in the field of economic development, real estate and public policy consulting. His practice focuses on market and economic analysis, strategic planning, and development advisory services for real estate investors and developers, public agencies, financial institutions, and non-profit organizations. Prior to joining HR&A, Shuprotim was a Senior Vice President at AECOM, where he led the firm's economics practice (formerly Economics Research Associates) in North America, and was responsible for managing and executing projects throughout the country. Shuprotim also worked as a Senior Vice President for the New York City Economic Development Corporation, where he led an interdisciplinary analytic team in developing initiatives for new and emergent business districts, analyzing public policies, and implementing economic development plans. He has also worked for economic development projects in Europe and Asia funded by the World Bank and the European Union. Shuprotim is member of a number of industry organizations such as ULI, CDFR, and IEDC, and is a frequent speaker on subjects related to transit-oriented development, regional economic development, and public financing strategies.

Jewelry District/Old Harbor Planning Framework Study

On behalf of the Providence Foundation and the Jewelry District Association, developed a planning framework for the Jewelry District/Old Harbor neighborhood of Providence, Rhode Island. The study sought to establish a vision for the redevelopment of the area among the relevant stakeholders, including residents, business owners, academic and medical institutions, that would help to inform future planning initiatives. Analyzed demographic, economic and real estate market trends in order to identify opportunities and challenges to mixed-use development. Reviewed the potential "critical mass" program developed by the team and recommended phasing options and development types, identified development cost gaps, and recommended strategies and incentives to encourage development.

Real Estate Strategy for University of Rhode Island

While with AECOM/ERA, as real estate advisor to the University, assessed market and financial feasibility of the development from the University's perspective in order to increase enrolment, attract faculty and increase revenue. Conducted in-depth analyses of the market potential and demand for faculty and alumni housing and a university inn/hotel concept, and updated existing golf course studies.

American Locomotive Works Development

While with Economics Research Associates (ERA), was retained to conduct an analysis of the economic and fiscal impacts associated with the redevelopment of a 25-acre historic industrial site into a mixed use community on the west side of Providence, Rhode Island. Analyzed the impact of the future residential and commercial uses on direct and indirect employment, earnings and spending potential in the State of Rhode Island and on tax revenue to the state. The results of the analysis was used to leverage public sector investment in the project in the form of tax increment financing (TIF).

AFFILIATIONS

2012 – Present
Adjunct Professor
Master of Science in Real Estate
Development Program
Graduate School of Architecture, Planning
and Preservation, Columbia University
Member, Urban Land Institute

Member, American Planning Association

University of Pennsylvania South Bank

Assisted the University of Pennsylvania in developing a business framework and master plan for its recently acquired 23-acre “South Bank” site in Philadelphia. Supported the design team, led by WRT, through stakeholder outreach to confirm the University’s innovation-related activities and aspirations; assessed market opportunities and challenges from both the real estate and industry perspectives; and assessed the financial feasibility of the proposed development program.

Master Plan for the Lower Schuylkill Waterfront in Philadelphia

On behalf of the Philadelphia Industrial Development Corporation, supporting the creation of a master plan to guide the redevelopment of the Lower Schuylkill River District of Philadelphia, an industrial district located between Philadelphia International Airport and University City. Advising on land use recommendations based on local real estate and industrial market conditions as well as the district’s strengths and weaknesses. The final deliverable recommended a range of priority development sites to catalyze development in the district and evaluated how infrastructure improvements can support the industrial development strategy.

Infrastructure Financing Strategy for Hudson Yards

While with the New York City’s Economic Development Corporation to assist in the development planning for the Hudson Yards, a 59-block area on the far west side of Manhattan. The central barriers to the area’s revitalization include a lack of transit infrastructure and outmoded zoning. Employed a classic “value-capture” approach: using incremental public revenues generated by the new development to back bonds issued to finance the required infrastructure investment. Evaluated the impact of various development alternatives on area-wide property valuations and assessments, and projected incremental revenues associated with property tax revenues, zoning-based development fees, and sale of development rights by public transportation agencies.

New York City Convention Corridor

While with AECOM/ERA, prepared a market analysis for the proposed New York City Convention Corridor, on the far west side of Manhattan, involving a major expansion of the City’s flagship convention center, the Jacob K. Javits Center; the new development of a multi-use, enclosable stadium that will serve as a convention facility and permanent home venue for the New York Jets; and additional investments in mass transit, retail, lodging, and open space along the Hudson River.

National Basketball Association Arena Development

While with AECOM/ERA, as real estate advisor to the National Basketball Association, undertook financial and economic analyses for an 8 million square feet master plan for a proposed new arena for the Sacramento Kings and adjacent mixed-use neighborhood development. Advised the NBA on revenue-sharing opportunities, and recommended land swap strategies that are currently being implemented.

Retail Market Study for Downtown Reno Ballpark District

While with Economics Research Associates (ERA), was retained by SK Baseball to identify demand for retail shops and restaurants as part of the revitalization of Downtown Reno, Nevada. The market analysis quantified the spending potential of area residents in addition to visitors and identified those merchandise categories that were missing from both the downtown and suburban markets. The study suggested a phasing strategy that concentrated initial tenanting on a clustering of restaurant and entertainment venues. Subsequent phasing suggestions included specialty retail that would be attractive to downtown residents as well as visitors.



ANDREW ALTMAN

PARTNER

LEVEL OF EFFORT: 5%

EDUCATION

Massachusetts Institute of Technology
Master of City Planning
1987

Temple University
Bachelor of Arts
Geography
Inducted into Temple Hall of Fame
1985

WORK EXPERIENCE

Olympic Park Legacy Company
CEO
2009 – 2012

City of Philadelphia
Deputy Mayor for Economic Development
and Planning, and Director of Department
of Commerce
2008 – 2009

Lubert Adler Management
Operating Partner
2005 – 2008

Anacostia Waterfront Corporation
President and CEO
2004 – 2005

District of Columbia
Director, Government Office of City
Planning
1999 – 2004

City of Oakland, CA
Director of City Planning
1996 – 1999

City of Oakland, CA
Manager, Comprehensive Planning
1995 – 1996

City of Los Angeles
Special Assistant to the Administrator
Community Redevelopment Agency of the
1991 – 1996

Andy Altman joined HR&A as Partner in the firm's Washington, DC office in 2014 after holding several senior positions in the United Kingdom, Washington D.C., Philadelphia and California. He advises clients on the strategic opportunities at the intersection of economic development, community revitalization, and urban regeneration. Prior to joining HR&A, Andrew served as Chief Executive of the Olympic Park Legacy Company. Previously, he had been Philadelphia's first Deputy Mayor for Planning and Economic Development and Director of Commerce – a position created in 2008, to bring together the planning and economic development functions of the city. Prior to this role Andrew was the President of Altman Development LLC in New York City. His company worked on behalf of Lubert Adler Management to lead large-scale, urban development projects. Previously, he was the first President and CEO of the Anacostia Waterfront Corporation in Washington D.C., established to guide the revitalization of over 2800 acres of urban waterfront. Andrew was also head of the city's planning agency where he led the Anacostia Waterfront Initiative from its inception. Before that he held the role of Director of City Planning for Oakland California. His plan for the city received the California American Planning Association Award for Best Comprehensive Plan.

Founding Chief Executive Officer, Olympic Park Legacy Company

Founding Chief Executive Officer of Olympic Park Legacy Company, one of the largest redevelopment projects in Europe, established by the Mayor of London and national Government to lead the development of the 500-acre Olympic Park. Created the vision and secured commercial agreements and funding to transform the Olympic Park from a Games-time venue to a dynamic, new metropolitan centre in the international market.

As land-owner of the Olympic Park and its venues, led the development of the 500-acre site including the 80,000 seat Olympic stadium, 7,500 seat multi-use arena, Aquatics Centre, Orbit Visitor Attraction, the Broadcast and Media Centre complex, the first phase of residential development, and the design and construction programming for the transformation of over 200 acres of parklands and venues for use post-Games.

Conceived, built and managed the organization from inception, including setting the master plan and business plan, securing over 1 billion pounds of funding, staffing (over 150 staff), and managing all principal governance relationships with the board, government, the Mayor of London, local authorities and the private sector.

Directed and secured agreements with private sector partners including the 1 million square foot Broadcast Centre Complex with a consortium to develop a major technology hub (iCity); with a major homebuilder (Taylor Wimpey) to develop the first phase of residential development for family housing; and with operators for the sports venues and visitor attraction.

Directed and secured planning permission for the master plan for 10 million square feet of development in one of the largest planning applications in the United Kingdom.

**Deputy Mayor for Economic Development and Planning, and
Director Department of Commerce, City of Philadelphia**

Oversaw all City departments and agencies related to economic development, waterfront development, housing, city planning and preservation, permitting and workforce development, which comprised 12 agencies, over 800 staff and \$400 million dollars of budget. Led the City's corporate and business attraction efforts as Director of the Department of Commerce, a 50-person agency. Directed and managed negotiations for major, large-scale development projects (including two major casinos), and the allocation of resources and public financing of projects. Chaired the Delaware River Waterfront Development Corporation and the City Planning Commission, and represented the Mayor on public and private executive boards.

Operating Partner, Lubert Adler Management

One of the principal private real estate opportunity funds in the United States with over seven billion dollars under management. Created value from large underutilized land holdings, led large scale urban development projects, and advised on new investment opportunities, including one of the largest private waterfront revitalization initiatives along Northeast Corridor, an 82-acre, 6 million square foot waterfront site in Stamford, Connecticut.

President and Chief Executive Officer, Anacostia Waterfront Corporation

Founded and appointed as first President and Chief Executive Officer of the public corporation established by the District of Columbia Government to lead the comprehensive regeneration of 2800 acres of waterfront. The regeneration resulted in Washington, DC's newest neighborhood with over 7 million square feet of office space, 2000 units of new housing, completion of a new 41,000 seat ballpark, and rebuilding of new infrastructure including bridge modernization, roadway improvements, open spaces and trails.

Established the corporation, its board and staffing, operating and capital budget, and led all development activities; led real-estate pre-development process for over 100 acres of development, totaling over \$5 billion of development; and negotiated historic transfer from Federal government of over 200 acres of federal land to the City to increase development capacity and revenue opportunities.

Director, Office of City Planning, City of Washington, D.C.

Advised and directed all land use planning and zoning for Washington, DC, oversaw master planning, and undertook pre-development for large-scale regeneration projects totaling over \$3 billion dollars. Rebuilt neglected planning function of less than 10 planners to become leading office of 70 with an annual budget of over \$10 million. Led the Anacostia Waterfront Initiative which was recognized as one of the most innovative urban development efforts in the United States by the American Planning Association and American Institute of Architects.

Director, City Planning, City of Oakland

With population of 400,000 across 57 square miles and 60 neighborhoods. Managed \$3 million budget, staff of 45 planning professionals and served as lead staff to Planning Commission. Directed first waterfront development plan in Oakland's history in collaboration with the Port of Oakland which resulted in hundreds of new housing units, over 30 acres of open space and new hotel development on previously underutilized, brownfield sites.



KATE WITTELS

PRINCIPAL

LEVEL OF EFFORT: 25%

EDUCATION

Massachusetts Institute of Technology
Department of Urban Studies and
Planning
Master of Science
Real Estate Development
2008

University of Pennsylvania
Bachelor of Arts
Urban Studies
2002

WORK EXPERIENCE

HR&A Advisors, Inc.
Principal
2014 – Present

HR&A Advisors, Inc.
Director
2012 – Present

Sony Corporation of America
Director, Corporate Real Estate
2008 – 2012

Economics Research Associates (ERA)
Senior Analyst
2005 – 2007

Transportation Resource Associates
Manager, Business Services
2002 – 2005

AFFILIATIONS

Member, Urban Land Institute

Kate Wittels brings over 12 years of experience in real estate transactions, market analysis and economic development. Kate concentrates in both our economic development strategy and real estate advisory practice areas, with special attention to transit, public-private partnerships and economic development of tech and creative economies. Kate brings her proven ability to translate complex market and economic data for development and investment decisions to support the goals of developers, investors, non-profit organizations and public sector entities.

Downtown Brooklyn Partnership: Brooklyn Tech Triangle Plan

On behalf of the Downtown Brooklyn Partnership, supported a team lead by WXY Architecture + Urban Design to create a strategic plan for the Brooklyn Tech Triangle. HR&A's role included conducting a real estate market assessment to identify key supply-side barriers to industry growth in the area and developing initiatives and incentives to remedy the real estate and economic challenges facing the tech and creative industries growth within The Triangle the strategic plan analysis included an extensive outreach program, in-depth financial analysis to test the feasibility of the recommended incentives and culminated in a robust study that included real estate, economic, public realm, transportation and workforce strategies to foster the continued growth of the tech and creative industries in Brooklyn. The APA New York Chapter recognized the Brooklyn Tech Triangle Strategic Plan with the 2013 Meritorious Achievement Award.

Industry City Economic Impact and Public Policy Framework

On behalf of Jamestown Properties, developed an economic impact and public policy framework to support the potential repositioning of the Industry City portfolio. The study integrated design and planning work, economic and real estate analysis, and public outreach efforts. The study gathered data about the current condition of the portfolio and state of the market to create a base case condition. In coordination with the ownership group and design and planning team, researched precedents of similar industrial and waterfront redevelopment projects to inform the outreach campaign and determine an achievable and politically acceptable portfolio repositioning approach. Several use classes were evaluated for benefits and public policy impacts and combined with the results of case study analysis and outreach efforts they created a build case scenario to project potential rent, job, and tax outputs generated by the portfolio over time.

Development Advisor for a new Miami Soccer Stadium, Miami, FL

For Beckham Brand Limited, assisting in efforts to develop a new professional soccer stadium in Miami, Florida. Helped to assemble a multidisciplinary team to establish parameters for the stadium's site requirements, including the franchise's desire for a vibrant, urban location. Supporting the team's efforts to identify potential sites throughout the Miami area, and performed a preliminary site evaluation on those that best met the site selection criteria, assessing neighborhood context, brand value, stadium fit and orientation, traffic and access, parking, and site acquisition costs. Throughout the site selection process, worked as a liaison to the Miami-Dade County and City of Miami governments, briefing the County and City Commissioners on the value of an urban soccer stadium to Miami and site selection. In 2013, the County Commission unanimously approved a resolution allowing Mayor Gimenez to negotiate with the franchise for acquisition of a downtown site for stadium development.

New York City Tech Ecosystem Study

On behalf of Association for a Better New York (ABNY), in collaboration with Google, Citi Group and the New York Tech Meet-up, led a comprehensive study to define and evaluate the complete size of the New York City tech ecosystem and assessed its economic and fiscal impacts. After reviewing the methodologies used to define tech in prior studies, HR&A held work sessions with industry representatives from New York-based firms, institutions, and organizations such as Control Group, New York University, and the Center for an Urban Future to test the HR&A definition. HR&A developed a working definition for the tech ecosystem that considers market characteristics present in New York City and includes both tech industries and tech jobs in non-tech industries. HR&A used this working definition to evaluate the ecosystem's economic and fiscal impact to the City and develop policy recommendations addressing various strategies for sustaining the growth of New York City's tech ecosystem. The study's findings and recommendations were reported in several media outlets including the Wall Street Journal, New York Times, National Public Radio, Bloomberg and numerous technology related media outlets.

Mecklenburg County Land Strategy

On behalf of Mecklenburg County, North Carolina, investigating how the County can leverage land it owns in Uptown Charlotte to advance its financial, public policy, and economic development goals. Conducting a highest and best use study for four underutilized County-owned sites: the Hal Marshall Services Center, Walton Plaza, Brooklyn Village, and 4th and Graham, each with its own particular development opportunities and constraints. Conducting a scan of market conditions for relevant asset classes in Uptown Charlotte, and also investigating relevant economic development tools that could enhance feasibility. With guidance from the County Board, translating our findings into alternative redevelopment programs for each site that respect physical, regulatory, and market constraints. Evaluating the residual land value associated with each program and recommending specific strategies for disposition of each site.

Fulton Center RFP Response Management

On behalf of the MTA, supported the development of the Fulton Center, a \$1.4 billion transit hub that will connect six subway stations in Lower Manhattan. Supported the selection of a development partner for a Request for Proposals for the Master Lease of a significant portion of the Fulton Center by reviewing and evaluated all RFP responses, advised the MTA on the relative value of bidders' visions and business proposals and supported the lease development, negotiations and internal approval process. On December 2013, Westfield was designated as the master lessee of Fulton Center. The Center opened in November 2014.

Director of Corporate Real Estate for Sony

Served as a Director of Corporate Real Estate for the Sony Corporation of America, where she managed real estate acquisitions, dispositions and lease activity for various business groups for a portfolio that included 20 million square feet of retail, office, industrial and manufacturing. At Sony, Kate developed complex financial analysis to facilitate real estate decisions and engaged and managed internal team members and third party consultants to facilitate Sony's corporate real estate strategy.

“We founded this firm to continue the reinvention of the American city into vibrant urban centers that offer jobs and sustain a high quality of life for diverse communities.”

– John H. Alschuler, Chairman

HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and energy efficiency consulting firm.

We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over thirty years. We understand the importance of linking accretive private investment with public resources to support investors and communities’ responsibilities and aspirations.

We have offices in New York, Los Angeles, and Washington D.C., a presence that allows us to serve clients all over the world.

From Brooklyn to London, and Southern California to Hong Kong, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets.

We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976.



HR&A's work has been recognized by numerous prestigious industry organizations.

American Planning Association National Planning Achievement Award in Environmental Planning, Arlington County's Community Energy Plan, Arlington, VA, 2014

American Road & Transportation Builders Association Globe Award, First Place in Public Transit, New York Rising Community Construction Program, NY, 2014

American Planning Association New York, Meritorious Achievement Award, Brooklyn Tech Triangle Strategic Plan, Brooklyn, NY, 2013

American Planning Association Missouri, Outstanding Planning Award, St. Louis Zoo Expansion Framework Plan, St. Louis, MO, 2013

PowerGrid International Magazine Best Energy Efficiency and Demand Response Project Award, Duke Energy's Smart Energy Now Program Design and Management, Charlotte, NC, 2012

American Institute of Architects Honor Award for Regional and Urban Design, Master Plan for the Central Delaware Riverfront, Philadelphia, PA, 2012

Rudy Bruner Award for Urban Excellence, Silver Medal, Brooklyn Bridge Park, Brooklyn, NY, 2011

International Economic Development Council Neighbourhood Development Prize, High Line Park Transformation, New York, NY, 2010

Society for College and University Planning Excellence in Planning for a District or Campus Component, Merit Award, The Aga Khan University for the AKU Faculty of Arts and Sciences University Village Land Use Plan, Karachi, Pakistan, 2010

American Society of Landscape Architects Honor Award, Brooklyn Bridge Park, Brooklyn, NY, 2009

International Economic Development Council Partnership Award, Cincinnati Center City Development Corporation (3CDC) Creation, Cincinnati, OH, 2009

New Jersey Future Smart Growth Award, District Plan, Newark, NJ, 2009

Urban Land Institute Award for Excellence, Daniel Island Redevelopment, Charleston, SC, 2007

American Council for an Energy-Efficient Economy Exemplary Low-Income Energy Efficiency Program Award | Design and Administration of New York State Energy Research and Development Authority's (NYSERDA) New York Energy \$martSM Assisted Multifamily Program (AMP), NY, 2005

American Institute of Architects Honor Award for Regional and Urban Design, Anacostia Waterfront Initiative Framework Plan, Washington D.C., 2005

Rudy Bruner Award for Urban Excellence, Silver Medal, New Jersey Performing Arts Center, Newark, NJ, 2001

SELECTED CLIENT LIST

Public Clients

Boston Redevelopment Authority
 Boulder Urban Renewal Authority
 City of Austin
 City of Cincinnati
 City of Columbus
 City of Detroit
 City of Los Angeles
 City of Minneapolis
 City of Mount Vernon
 City of New York - Department of City Planning, Department of Transportation, Economic Development Corporation, Housing Authority, Mayor's Office of Long Term Planning and Sustainability
 City of Newark
 City of Saint Paul
 City of San Antonio
 City of Santa Monica
 City of Seattle
 City of Trenton Department of Housing and Economic Development
 Community Redevelopment Agency of the City of Los Angeles
 District of Columbia, Office of Planning
 Fort Monmouth Economic Revitalization Authority
 Long Island Regional Planning Council
 Los Angeles County Metropolitan Transportation Authority
 Los Angeles World Airports
 Lower Manhattan Development Corporation
 Maryland National Capital Park and Planning Commission
 Mecklenburg County Real Estate Services Department
 Minneapolis Parks and Recreation Board
 New Haven Economic Development Corporation
 New Jersey Economic Development Authority
 New York State Energy Research and Development Authority
 NJTRANSIT
 Olympic Park Legacy Company
 Perth Amboy Redevelopment Agency
 Port Authority of New York and New Jersey
 Ramsey County Regional Railroad Authority
 San Diego Centre City Development Corporation
 South Carolina State Ports Authority
 Southern California Association of Governments
 Transport for London
 Waterfront Toronto

Private Clients

Brookfield Properties
 Catellus Development Corporation
 Centex Homes
 Daniel Island Development Corporation
 Disney Development Corporation
 Duke Energy
 Edison Properties
 Galesi Group
 Gaylord Entertainment
 General Growth Properties
 Hanjin International
 Home Depot Company
 LCOR, Inc.
 Macerich
 Milstein Properties
 Motion Picture Association of America
 NBC Universal

New York Times Company
 ProLogis, Inc.
 The Related Companies
 S.L. Green Realty Corporation
 Trammell Crow Company
 Twentieth Century Fox
 The Walt Disney Company
 Westfield Corporation, Inc.
 Wilson Meany Sullivan

Civic Clients

The Aga Khan Foundation of Canada
 Alliance for Downtown New York
 Atlantic City Alliance
 Brooklyn Bridge Park Development Corporation
 Cincinnati Business Committee
 Cincinnati Center City Development Corporation
 Community Corporation of Santa Monica
 Delaware River Waterfront Corporation
 Downtown Greensboro, Inc.
 East Baltimore Development, Inc.
 Memphis Riverfront Redevelopment Corporation
 Times Square Alliance

Institutional Clients

Brown University
 Cincinnati Children's Hospital
 City University of New York
 The College of New Jersey
 Columbia University
 International Finance Corporation
 Keck Institute of Applied Life Sciences
 Lehigh University
 New Jersey Performing Arts Center
 New York Blood Center
 New York University Langone Medical Center
 Owensboro Medical Health Systems
 Trinity Wall Street
 University of California, Los Angeles and Santa Barbara
 University of Cincinnati
 University of North Carolina at Greensboro
 University of Southern California
 University of Texas at Austin
 University of Toronto
 Washington University in St. Louis

Not-for-Profit Clients

92nd Street Y
 Action Greensboro
 Brooklyn Academy of Music
 Brooklyn Museum of Art
 ChooseNJ
 Design Trust for Public Space
 Friends of the High Line
 Harry Frank Guggenheim Foundation
 Minneapolis Orchestral Association
 Museum for African Art
 National Resources Defense Council
 New York State Association for Affordable Housing
 Research Triangle Foundation
 Rose Kennedy Greenway Conservancy



QUALIFICATIONS:
**ECONOMIC DEVELOPMENT
& REAL ESTATE STRATEGY
CONSULTING SERVICES**

MARCH 31, 2015





FIRM INFO

**THE LEADING ADVISORY AND PLANNING FIRM
SPECIALIZING IN PROVIDING CONSULTING SERVICES TO
THE SPORTS, ENTERTAINMENT & LEISURE INDUSTRIES.**

CSL was established for the specific purpose of providing a source of focused research and expertise in the sports, entertainment, hospitality and leisure industries. Members of our firm have been providing services to these specialized industries since the mid-1980's and have been involved in over 1,000 engagements. We assist our clients from the earliest stages of project planning, ensuring that all decisions are informed ones. Our consultants provide in-depth information, creative solutions to underlying issues, a thorough analysis of financial implications, and various measurements of risk and return surrounding alternative courses of action.

CSL has built its reputation on meeting client needs by delivering quality services that have credibility in the marketplace. Our firm is able to provide these services by drawing upon the years of experience of its professional staff. Being consistently involved in many major transactions allows our professionals to obtain knowledge of both tangible and intangible components of completed transactions, the reasons for failed efforts, and changes in the marketplace affecting revenue streams for a variety of sports teams, leagues and facilities.

Our project team has extensive experience in providing assistance for a variety of teams, facilities and entities in the sports, entertainment, hospitality and leisure industries. Collectively, with over 150 years of specific consulting experience, no other competing firm has the depth or breadth of experience to match CSL. This level of broad and extensive experience is unmatched and provides CSL with a platform from which to assist our clients from a base of working knowledge in every major U.S. market, each of the major sports leagues, collegiate facilities and municipal venues. Our diversity of experience provides us with a broad and comprehensive perspective of the issues facing our clients.

CSL brings the experience of numerous prior engagements to the planning phases of your project. This experience will help you recognize the issues your project will be facing and efficiently identify solutions to each. Our experience will ensure that you are maximizing the potential revenues from your development project.



MARKET
DEMAND

FINANCIAL

ECONOMIC

IMPLEMENTATION

In nearly all of our projects, **MARKET DEMAND** forms the basis of the evaluation of a facility project, development initiative, or strategic planning exercise. Without a clear and accurate understanding of demand potential unique to a specific market and project, all later analysis of programmatic, financial, economic and implementation issues may be misdirected. As such, we utilize the most comprehensive set of research and analysis tools and techniques in the industry to comprehensively evaluate and estimate the unique market demand and potential for each project. Our methods have been employed and refined through hundreds of diverse projects over the past 20 years.

Building on market conclusions, **FINANCIAL** and **ECONOMIC** issues are often central to the consideration of facility development, performance enhancement, and economic development projects. Our extensive database of comparable projects collected over hundreds of engagements is a critical asset during our analysis of project financial and economic issues. Being consistently involved in many projects and transactions throughout North America allows our professionals to obtain knowledge of both tangible and intangible components of successful projects/transactions, the reasons for failed efforts, and changes in the marketplace affecting financial and economic characteristics.

IMPLEMENTATION is key to any successful project. Our professionals bring a wealth of industry-specific experience to every one of our engagements, delivering objective answers, creative solutions and focused recommendations to complex projects. We provide our clients with the detailed information they need to make informed decisions regarding project implementation.



The following provides a brief summary of services that CSL provides with regard to feasibility planning:

- **STRATEGIC PROJECT PLANNING** – Establish the framework for the initial planning phases of a project and to design an action plan to bring a project from planning to successful operation.
- **MARKET FEASIBILITY** – Estimate probable market demand for sports teams, leagues and facilities projects and identify appropriate market(s) in which to compete.
- **FACILITY DESIGN CRITERIA** – Assist in defining optimal size and configuration criteria for a sports or entertainment facility within a given market.
- **FINANCIAL ANALYSIS** – Develop a financial model based upon estimated levels of utilization and patron spending that will reflect important variables that will impact the cash flow of a sports team, league, conference and/or facility.
- **ECONOMIC IMPACT ANALYSIS** – Provide an estimate of the quantitative and qualitative short and long-term economic and fiscal impacts of the construction and operations of a project or entity on the local area. This analysis will produce estimates of the employment, earnings, total output and tax revenues generated by the project.
- **FACILITY FUNDING ANALYSIS** – Identify funding alternatives that could be available to support various initiatives and to develop a strategic funding plan. This analysis can also be used to initiate the process of identifying prospective interest in all components of the financing plan and to evaluate the level of private or public sector funding that may be necessary.
- **PREFERENTIAL AMENITIES ANALYSIS** – Assist in the evaluation, market positioning, pricing, quantity, target markets and successful marketing of preferential amenities. Such amenities include private suites, club seating, loge boxes, personal seat licenses, private clubs and other related concepts.
- **LITIGATION ASSISTANCE** – Assist parties in litigation regarding economic or market issues related to the sports industry.
- **NEGOTIATION ASSISTANCE** – Assist in reaching negotiated development, relocation, lease and management agreements with a variety of parties, including facility management, concessionaire and other such parties.
- **STRATEGIC PLAN DEVELOPMENT AND IMPLEMENTATION** – Assist in the development and implementation of a strategic business plan. This includes the consideration of the organization of the development, construction, operational and legal teams. In addition, this step will assist in developing the appropriate pricing and inventories for general and premium seating, establishing a marketing plan, and selecting various facility contractors (i.e. concessionaires, media, etc.).
- **VALUATION ANALYSIS** – Develop a valuation of a sports franchise or facility based on industry acceptable valuation methods, including the market and income approaches.



FIRM EXPERIENCE

MINOR LEAGUE BASEBALL EXPERIENCE



CSL's consultants have provided feasibility services for over 50 minor league ballparks.

- Aces Ballpark (Reno, NV) – Market and Financial Feasibility Study for Class AAA Ballpark
- Alliance Bank Stadium (Syracuse, NY) – Market and Financial Feasibility Study
- Arvest Ballpark (Springdale, AR) – Market, Financial & Funding Feasibility Study
- Birmingham Barons Ballpark (Birmingham, AL) – Downtown Ballpark Feasibility Study
- Champion Window Field (Florence, KY) – New Ballpark Feasibility Study
- Chickasaw Bricktown Ballpark (Oklahoma City, OK) – Revenue Opportunity Study
- Classic Park (Eastlake, OH) – New Ballpark Feasibility Study
- Clipper Magazine Stadium (Lancaster, PA) – New Ballpark Market & Financial Feasibility Study
- Constellation Field (Sugar Land, TX) - New Ballpark Feasibility Study for Independent League
- Coolray Field (Lawrenceville, GA) – Class AAA Ballpark Feasibility Study
- Dickey-Stephens Park (N. Little Rock, AR) – Downtown Class AA Ballpark Feasibility Study
- Dillon Riverfront Stadium (Hartford, CT) – Ballpark Feasibility Study
- FirstEnergy Park (Lakewood, NJ) – New Ballpark Feasibility Study
- FirstEnergy Stadium (Reading, PA) – Stadium Renovation Analysis
- Ft. Lauderdale Stadium (Ft. Lauderdale, FL) - Facility Advisor
- Frontier Field (Rochester, NY) – New Stadium Feasibility Study
- GPU Energy Park (Lakewood, NJ) – New Ballpark Feasibility Study
- Hillsborough Stadium (Tampa, FL) – Facility Advisor
- Huntington Park (Columbus, OH) – New Ballpark Feasibility Study for Class AAA Ballpark
- John Thurman Field (Modesto, CA) – New Ballpark Feasibility Study
- Louisville Slugger Field (Louisville, KY) – New Ballpark Feasibility Study for Class AAA Ballpark
- Memorial Stadium (Fort Wayne, IN) – Vacated Stadium Re-Use Study
- Nashville Sounds Ballpark (Nashville, TN) – Triple A Ballpark Feasibility Study
- New Yakima Bears Ballpark (Yakima, WA) – New Ballpark Feasibility Study for Class A Ballpark
- ONEOK Field (Tulsa, OK) – New Downtown Ballpark Feasibility Study for Class AA Ballpark
- Onondaga County Stadium (Syracuse, NY) – New Ballpark Feasibility Study
- Pelican Park (Pensacola, FL) – Market, Financial & Economic Impact Study
- PGE Park (Portland, OR) – Analysis of Renovation Options for Class AAA Ballpark
- Proposed Ballpark (Amarillo, TX) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Apple Valley, CA) – Market & Financial Feasibility Study
- Proposed Ballpark (Augusta, GA) – Preliminary Market Assessment & Economic Impact Study
- Proposed Ballpark (Austin, TX) – Triple A Ballpark Feasibility Study
- Proposed Ballpark (Boise, ID) – Single A Ballpark Feasibility Study
- Proposed Ballpark (Buffalo, NY) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Chillicothe, OH) - Market, Financial, & Economic Impact Study
- Proposed Ballpark (Dubuque, IA) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Evansville, IN) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Florence, KY) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Hagerstown, MD) – Single A Ballpark Market & Financial Feasibility Study
- Proposed Ballpark (Hamilton, OH) - Market, Financial, Economic Impact & Funding Study
- Proposed Ballpark (Lone Tree, CO) - New Ballpark Feasibility Study for Independent League
- Proposed Ballpark (Montgomery County, TX) – Feasibility Study
- Proposed Ballpark (Morgantown, WV) - New Ballpark Feasibility Study for Independent League
- Proposed Ballpark (Mt. Clemens, MI) - New Ballpark Feasibility Study for Independent League
- Proposed Ballpark (Richmond, VA) – Triple AAA Ballpark Feasibility Study
- Proposed Ballpark (Sparks, NV) – Feasibility Study for Triple-A Ballpark
- Proposed Ballpark (Springfield, MA) – Market and Financial Feasibility Study
- Sovereign Bank Stadium (York, PA) - New Ballpark Feasibility Study
- Veterans Memorial Stadium (Cedar Rapids, IA) - New Ballpark Feasibility Study
- Werner Park (Sarpy County, NE) – New Ballpark Feasibility Study
- Yakima County Stadium (Yakima, WA) – Stadium Renovation Analysis for Class A Ballpark



FIRM EXPERIENCE

MAJOR LEAGUE BASEBALL EXPERIENCE



CSL's consultants have advised on facility or team-related issues for 26 of 30 MLB teams.

- AT&T Park (San Francisco, CA) – Ballpark Valuation for Property Tax Purposes
- Busch Stadium (St. Louis, MO) – New Ballpark Feasibility Advisor to Team
- Camden Yards (Baltimore, MD) – Economic Impact Study
- Chase Field (Phoenix, AZ) – Ballpark Development Advisor to County
- Citi Field (Flushing, NY) – Ballpark Development Advisor to Team
- Citizens Bank Ballpark (Philadelphia, PA) – Feasibility Study
- Comerica Park (Detroit, MI) – Economic Impact Study
- Coors Field (Denver, CO) – Economic Impact Study for League Office
- Dodger Stadium (Los Angeles, CA) – Renovation Feasibility
- Fenway Park (Boston, MA) – Renovation Feasibility
- Globe Life Park (Arlington, TX) – Economic and Fiscal Impact Study
- Kaufman Stadium (Kansas City, MO) – Revenue Enhancement Study for Team
- Marlins Park (Miami, FL) – New Ballpark Feasibility
- Miller Park (Milwaukee, WI) – New Ballpark Feasibility Study
- Minute Maid Park (Houston, TX) – Economic Impact Analysis for Sports Authority
- Nationals Ballpark (Washington D.C.) – New Ballpark Advisor to District
- New Rays Ballpark (St. Petersburg, FL) – New Ballpark Advisory Services
- New York Yankees (Bronx, NY) – Transaction Due Diligence
- PETCO Park (San Diego, CA) – Economic Impact Study
- PNC Park (Pittsburgh, PA) – New Ballpark Advisor/Negotiations
- Progressive Field (Cleveland, OH) – New Ballpark Feasibility
- Proposed MLB Ballpark (St. Paul, MN) – Market Research
- Rogers Centre (Toronto, ON) – Facility Advisory Services
- Safeco Field (Seattle, WA) – Market & Financial Feasibility Study
- Sarasota Spring Training Complex (Sarasota, FL) – Facility Development Advisor
- Shea Stadium (Flushing, NY) – Renovation Option Analysis
- Spring Training Complex (Chandler, AZ) – Facility Development Advisor – Market & Financing
- Target Field (Minneapolis, MN) – Feasibility Study/On-Going Advisor to Team
- Tropicana Field (St. Petersburg, FL) – Economic Impact Study for League Office
- US Cellular Field (Chicago, IL) – Feasibility Study
- Wrigley Field (Chicago, IL) – Premium Seating Study/Transaction Due Diligence
- Yankee Stadium (Bronx, NY) – Feasibility Studies/Premium Seating Marketing





REGIONS FIELD

BIRMINGHAM, ALABAMA

CSL was hired by Corporate Realty Development to conduct a feasibility study for a new downtown ballpark to become the new home of the Class AA Birmingham Barons. A new ballpark was envisioned to serve as the cornerstone of the planned Parkside District that would include over \$450 million in office, housing and retail development. CSL's feasibility study included a review of the historical operations of the Birmingham Barons and their current home Regions Park, a review of local market characteristics, surveys of the local residents and companies, interviews with potential ballpark users and compilation of case studies on the development of Class AA ballparks in other communities. The feasibility study findings included a recommended building program, construction cost estimates, demand estimates, financial pro formas, economic impacts and funding options.

The \$63 million, 8,500-seat Regions Field will open in downtown Birmingham prior to the 2013 season.



COOLRAY FIELD

LAWRENCEVILLE, GEORGIA

CSL completed a study to determine the feasibility of a minor league ballpark and affiliated or independent minor league baseball team in Gwinnett County, Georgia (Atlanta suburb). The study included an analysis of the current minor league baseball system, the local market, the financial implications of the proposed ballpark/franchise, the economic and fiscal impacts generated to the local community by the ballpark/franchise, as well as an analysis of funding options. Estimates of potential annual event and attendance levels were developed for scenarios involving a both affiliated and independent league team scenarios. These event and attendance estimates were used to evaluate the financial and economic impact parameters of the ballpark/franchise. Lastly, CSL completed a funding analysis to identify possible funding sources available to finance the proposed ballpark.

The 10,475-seat Coolray Field was completed in 2009 at a cost of \$64 million and is home to the Class AAA Gwinnett Braves, who relocated from Richmond, Virginia.



ONEOK FIELD

TULSA, OKLAHOMA

The Tulsa Chamber of Commerce retained CSL to perform a market, financial, and economic impact study for a new ballpark to replace Drillers Stadium, which served as the home of the Class AA Tulsa Drillers. CSL's study developed two operating scenarios: one assuming the Drillers would play in the new ballpark; the second assuming a Class AAA team would relocate to the new facility. CSL analyzed several new Class AA and AAA ballparks and compared Tulsa's demographics with those of markets hosting new ballparks to help assess the City's ability to support a new ballpark, both at the AA and AAA levels. CSL also developed financial estimates under both scenarios and estimated the economic impact the ballpark could bring to the City.

In 2010, the \$39.2 million, 7,833-seat ONEOK Field opened in downtown Tulsa as the new home of the Class AA Tulsa Drillers.



CHICKASAW BRICKTOWN BALLPARK

OKLAHOMA CITY, OKLAHOMA

Oklahoma City hired CSL International to conduct a study to determine the market potential for event activity that could be attracted to AT&T Bricktown Ballpark in addition to Class AAA Oklahoma City Redhawks' games. As part of this study, CSL toured the ballpark, met with ballpark management, interviewed local, regional and national event promoters representing events such as amateur baseball and softball, soccer, concerts, family shows and other events. CSL also compiled comparative data regarding the event activity occurring at other minor league ballparks throughout the country. The results of the study provided estimates of potential incremental event activity that could be attracted to the ballpark and recommendations for any physical improvements to the ballpark that would make the venue more attractive for non-baseball events.



WERNER PARK

PAPILLION, NEBRASKA

CSL was retained by Sarpy County to assess the feasibility of developing a new minor league ballpark in suburban Omaha. The ballpark was envisioned to host the Class AAA Omaha Royals (now Storm Chasers), or attract a Class A or independent league franchise if the Royals were to leave the Omaha market. CSL reviewed local market demographic socioeconomic characteristics analyzed competitive and comparable facilities and interviewed potential ballpark users. Research results were used to estimate potential demand for the proposed ballpark under each potential tenant franchise scenario, define general building program elements necessary to accommodate demand, estimate potential financial operating results for the ballpark and franchise, estimate potential economic and fiscal benefits that could accrue to the County as a result of team and ballpark operations, and quantify potential funding sources for the ballpark development project.

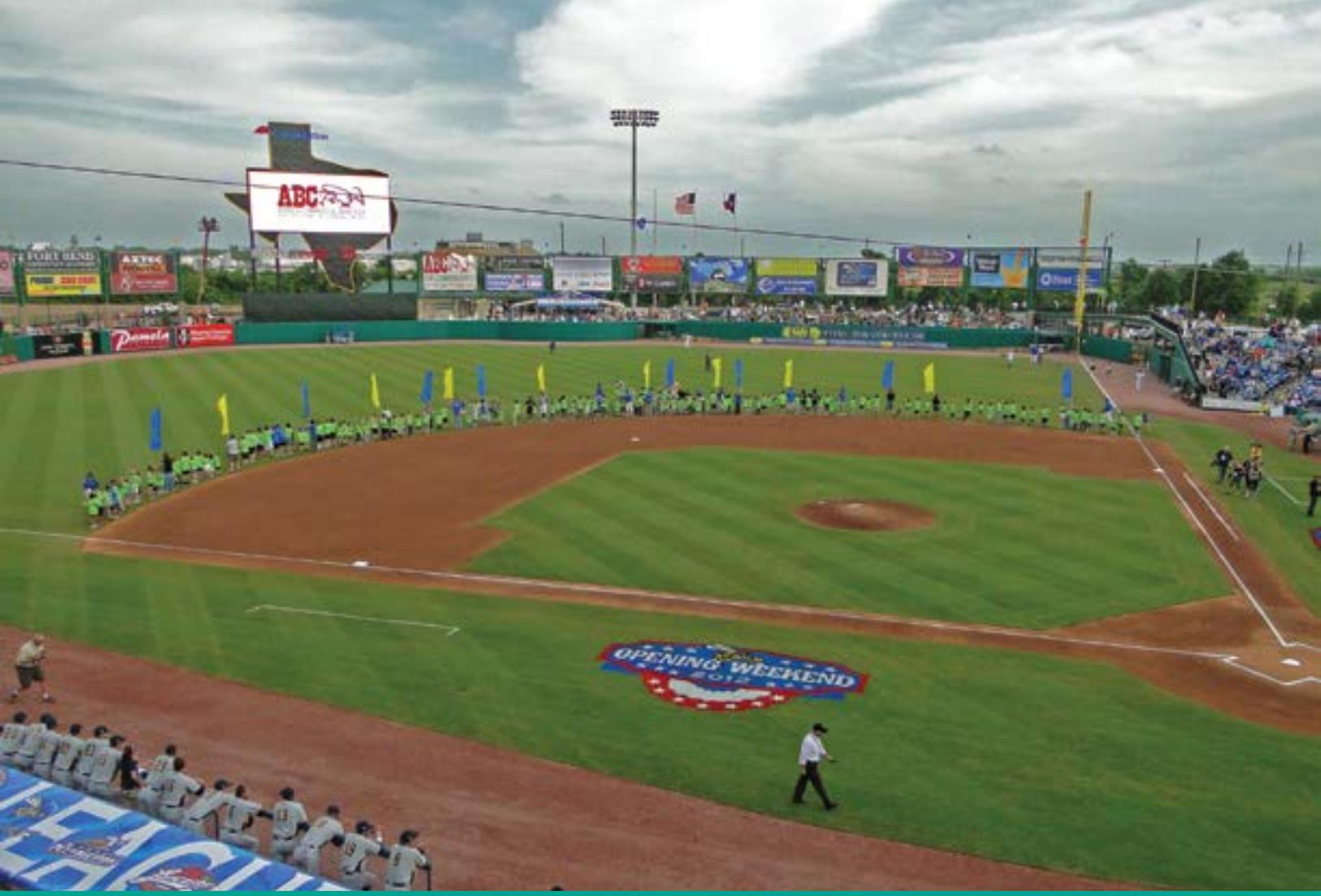
The \$36 million, 9,023-seat Werner Park opened in 2011 and is home to the Class A Omaha Storm Chasers.



PORT CITY BASEBALL/BALLPARK WILMINGTON, NC



CSL International and 360 Architecture were engaged by the City of Wilmington, North Carolina to provide a feasibility study for the development of a new minor league ballpark. In order to evaluate the feasibility of minor league baseball in Wilmington, the consulting team reviewed project documentation, toured potential sites, hosted public forums, met with key project stakeholders, analyzed local market demographic and socioeconomic characteristics, analyzed industry trends, analyzed competitive and comparable facilities, interviewed potential ballpark users and completed surveys of area residents and companies. Research results were used to estimate potential demand, define general building program elements necessary to accommodate demand, estimate potential construction costs, identify the preferred region for the ballpark site, estimate potential financial operating results and estimate potential economic benefits to the City. The results of the feasibility study assisted the City in determining whether to move forward with negotiations with Mandalay Baseball/ Atlanta Braves and provide a basis from which to enter into negotiations more informed regarding the potential economics of minor league baseball in Wilmington.

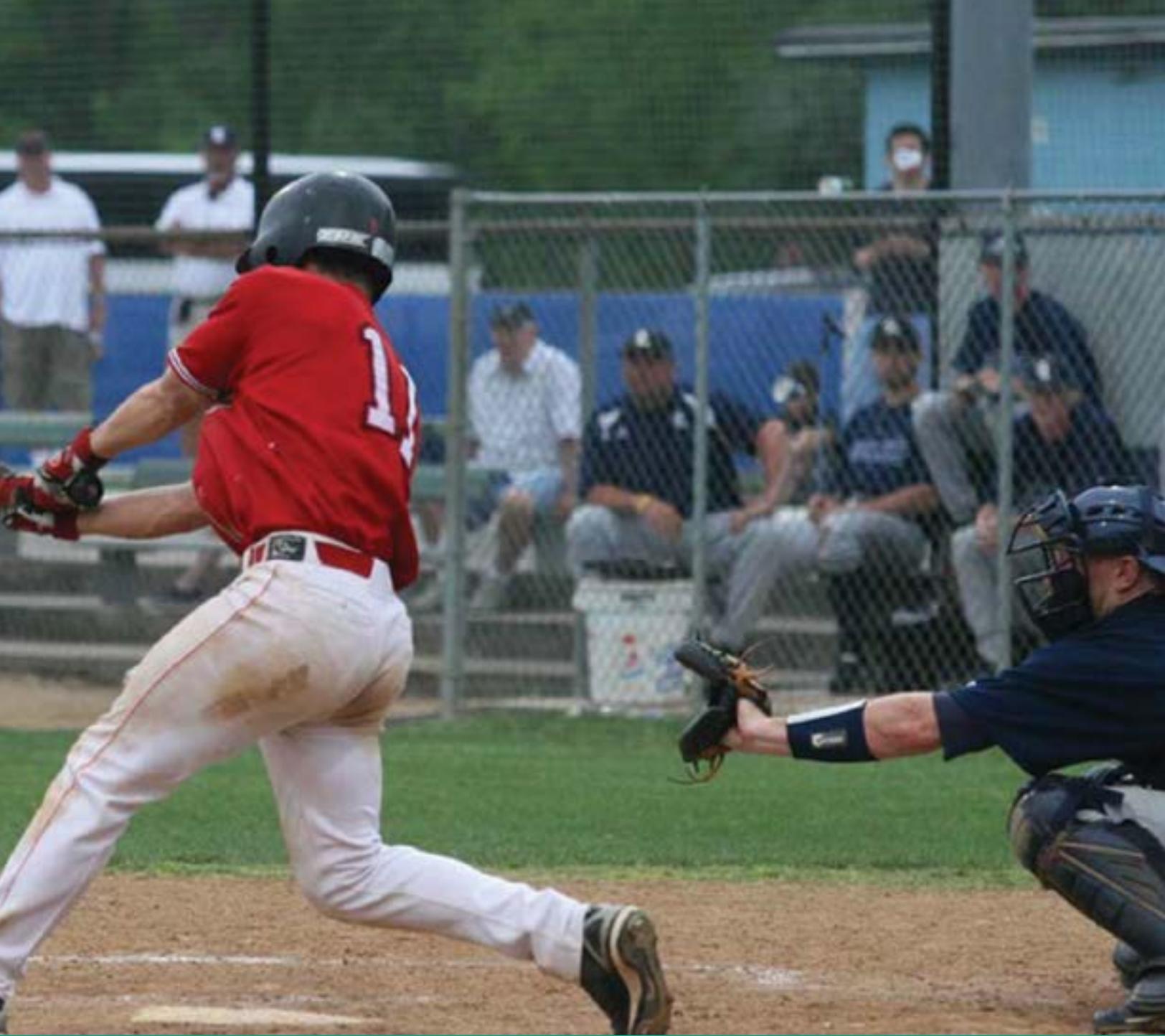


CONSTELLATION FIELD

SUGAR LAND, TEXAS

The City of Sugar Land engaged CSL to assess the feasibility of a new minor league ballpark and live music entertainment venue. The ballpark feasibility study addressed the viability of both affiliated baseball (AAA, AA, or A) and independent league baseball in the Houston suburb. The feasibility study included an overview of minor league baseball including the various classifications, facilities, market populations and other characteristics to determine the most suitable minor league ballpark development option. The ballpark would be located within the territorial rights of the Houston Astros, who must grant permission for any affiliate team to relocate to Sugar Land. This permission was not granted and independent league baseball became the focus. The feasibility study included survey results with local residents and companies, case studies of other independent league ballpark development and assessment of the competitive environment in which the ballpark and team would operate. The feasibility study also included a recommended building program, cost estimates, demand estimates, financial pro formas, economic impacts and funding options.

The \$37 million, 7,500-seat Constellation Field opened in 2012 and is the new home of the Sugar Land Skeeters of the independent Atlantic League.



PROPOSED BALLPARK

MONTGOMERY COUNTY, TEXAS

CSL was hired by Wallace Bajjali Development Partners, LP to conduct a feasibility study for a 4,500-seat minor league ballpark to be located in Montgomery County, Texas (about 40 miles north of downtown Houston). The ballpark is envisioned to be one component of a larger mixed-use development that could also include hotel, restaurant and retail shops. CSL assessed market demand, developed financial projections, estimated economic and fiscal benefits and identified and quantified potential ballpark funding sources.



LOUISVILLE SLUGGER FIELD

LOUISVILLE, KENTUCKY

CSL assisted the City of Louisville with regard to a funding and financial analysis related to a potential new Class AAA minor league ballpark in downtown Louisville. As part of the engagement, CSL conducted various industry, market, and financial research and analyses. Specifically, CSL reviewed the historical operations of the existing franchise and stadium, comparable facilities and conducted analyses related to potential new facility operations and funding sources.



UC HEALTH STADIUM

FLORENCE, KENTUCKY

The City of Florence retained CSL to assess the viability of constructing a new ballpark in order to attract a franchise in the Independent Frontier League. CSL began by providing an overview of existing Frontier League markets and facilities. CSL then performed a market analysis to assess the Florence market's ability to support a new ballpark and franchise. Financial models were then developed to estimate the revenues and expenses that could be generated by the facility. Additional services performed included an analysis of potential funding options, as well as an economic impact study.

The 4,500-seat UC Health Stadium opened in 2004.



AMARILLO BALLPARK

AMARILLO, TEXAS

Downtown Amarillo Inc. hired CSL to evaluate the feasibility of a new minor league ballpark that would be one of several development components aimed at revitalizing the downtown area. The study will focus on which affiliated or independent league would be the best fit for Amarillo, determining the appropriate building program and the anticipated financial operations and economic impacts associated with a minor league baseball team and new ballpark.



CLIPPER MAGAZINE STADIUM

LANCASTER, PENNSYLVANIA

CSL was retained by the Redevelopment Authority of the County of Lancaster to provide consulting services related to the potential development of a new minor league ballpark. The ballpark was envisioned to host a team in the independent Atlantic League. CSL analyzed the demographic and socioeconomic characteristics of the Lancaster market and reviewed the physical and operational characteristics of comparable existing independent league ballparks. CSL also held discussions with promoters of non-tenant events that could utilize the new ballpark. Through these steps, we developed estimates concerning the number of events and attendance levels that could be achieved at the ballpark, and the resulting financial performance of the facility.

The 6,000-seat Clipper Magazine Stadium, which cost \$23 million, opened in 2005.



YAKIMA COUNTY BALLPARK

YAKIMA, WASHINGTON

The Yakima County Development Association retained CSL to conduct a feasibility study for a renovated or new ballpark for the Yakima Bears, a member of the Class A short-season Northwest League. While only 16 years old, Yakima County Stadium lacks many of the revenue-generating and fan-friendly amenities associated with modern ballparks. As a result, the Yakima Bears have sustained operating losses and have expressed the need for an improved stadium situation to ensure their long-term viability in the Yakima marketplace. CSL's feasibility study provided side-by-side comparisons of the market, building program, cost, financial operations, economic impacts and funding potential for both a renovated Yakima County Stadium and a new ballpark.



PROPOSED APPLE VALLEY BALLPARK

APPLE VALLEY, CALIFORNIA

In 2009, the Town of Apple Valley hired CSL to provide a feasibility study for a new ballpark that would become the home of the High Desert Mavericks of the Class A California League. The Mavericks play their home games at Stater Bros. Stadium, a venue that is 20 years old but lacks the revenue generating capabilities necessary to sustain viable franchise operations and does not meet Minor League Baseball and California League standards. In addition to the new ballpark feasibility study, CSL also evaluated the potential ancillary development opportunities within the site plan that would represent the highest and best use of the land surrounding the proposed ballpark.



VETERAN'S MEMORIAL STADIUM

CEDAR RAPIDS, IOWA

CSL International assisted the Cedar Rapids Kernels in the evaluation of a new stadium located in Cedar Rapids, Iowa. Services included providing information related to operating characteristics and trends of minor league baseball franchises, stadiums, and preferential seating amenities. As part of our analysis, prepared financial projections for a new stadium based on league averages, historical operations, and comparable facilities.

The \$17 million, 5,300-seat Veterans Memorial Stadium opened in 2002.



FIRSTENERGY STADIUM

READING, PENNSYLVANIA

CSL was retained by the City of Reading to evaluate minor league ballpark development options which included a potential renovation to FirstEnergy Stadium, current home of the Class AA Reading Phillies, or the construction of a new ballpark to be located downtown as part of a large mixed-use development along the riverfront. CSL toured the existing facility and proposed new ballpark site, met with City and team officials, reviewed the historical operations of the Reading Phillies, reviewed local market characteristics, surveyed local residents and companies to assess support for ballpark development options and compiled case studies of other Class AA ballparks. The feasibility study included a side-by-side comparison of the recommended building program, costs, demand, financial pro formas and economic impacts of each development option. A menu of potential ballpark funding options was developed and quantified.

Based on the results of the feasibility study, the community elected to undertake a \$10 million renovation of FirstEnergy Stadium instead of building new. Renovations to commenced after the 2010 season and were be funded by the team and State.



HUNTINGTON PARK

COLUMBUS, OHIO

CSL assisted the Columbus Downtown Development Corporation with various issues relating to the development of a new ballpark for the Columbus Clippers (Class AAA). CSL reviewed the historical operations of the Clippers and Cooper Stadium and performed an analysis of the local Columbus market. Further, CSL identified several minor league ballparks built in downtown areas in recent years and analyzed the impact the facilities have had in spurring ancillary developments. Through this analysis, CSL provided the CDDC with information to help determine an appropriate site for the proposed ballpark. Additional tasks completed by CSL included a financial analysis and a ballpark funding analysis.

The 10,100-seat Huntington Park was completed in 2009 at a cost of \$56 million.



CLASSIC PARK

EASTLAKE, OHIO

CSL was engaged by the City of Eastlake to provide a market, financial and economic impact analysis for a new ballpark. CSL's work consisted of a market analysis assessing the demand for a new Class A or Independent Frontier League ballpark and team in Eastlake, a review of existing facilities in selected comparable cities, and estimating the potential event and attendance levels at the proposed ballpark. Additionally, CSL's analysis included an evaluation of the economic and fiscal impacts that a stadium and team could have on the Eastlake area, including an analysis of the potential operating revenues and expenses of the ballpark to assess the ability of the facility to contribute to its debt service requirements.

The 7,273-seat Classic Park opened in 2003 at a cost of \$20 million.



JOHN THURMAN FIELD

MODESTO, CALIFORNIA

CSL assisted the City of Modesto with a review of the adequacy of methodology and conclusions reached by a mayor-appointed citizens committee regarding the market demand and community support, event potential, and facility revenue and expenses for a renovated John Thurman Field. Originally opened in 1955, the 4,000-seat John Thurman Field underwent a \$4 million renovation in 1997.



ACES BALLPARK

RENO, NEVADA

CSL was hired by the City of Reno to assess the feasibility of a Class A or Class AAA minor league ballpark development. CSL's analysis consisted of a comparison of the Reno market to other Class A and AAA markets, an assessment of the overall demand for a new facility in Reno, and an assessment of the Reno market's ability to support a team in terms of ticket sales, premium seating, naming rights and other revenue streams. CSL developed a financial model to compare the potential operating results of both a Class A and a Class AAA franchise and facility under various operating scenarios. The study also included an analysis of the potential funding options available to the City and an evaluation of several potential ballpark locations.

The 9,100-seat Aces Ballpark opened in 2009 at a cost of \$50 million.



FIRM EXPERIENCE



SAMPLE OF NATIONAL BASKETBALL ASSOCIATION AND NATIONAL HOCKEY LEAGUE ARENA EXPERIENCE

CSL's consultants have advised on facility and team related issues for virtually all NBA and NHL teams.

- Air Canada Centre (Toronto, ONT) – Feasibility Study
- Amalie Arena (Tampa, FL) – Transaction Due Diligence/Arena Valuation
- American Airlines Arena (Miami, FL) – Private Placement Financing Study
- American Airlines Center (Dallas, TX) – New Arena Feasibility Study/Economic Impact Study
- Amway Center (Orlando, FL) – Arena Feasibility Study/On-Going Advisor to Team
- ARCO Arena/Sacramento Kings (Sacramento, CA) – Transactional Due Diligence
- AT&T Center (San Antonio, TX) – New Arena Feasibility Advisor to County
- BankAtlantic Center (Sunrise, FL) – New Arena Feasibility Study/Financing Analysis
- Barclays Center (Brooklyn, NY) – New Arena Feasibility Study for Team/Private Placement
- Bradley Center (Milwaukee, WI) – Arena Benchmark Assessment/Renovation Studies
- Bridgestone Arena (Nashville, TN) – Feasibility Study
- Canadian Tire Centre (Ottawa, ONT) – Transactional Due Diligence
- Colisee de Quebec (Montreal, QC) – Renovation Options Analysis
- Consol Energy Center (Pittsburgh, PA) – New Arena Advisory Services
- EnergySolutions Arena (Salt Lake City, UT) – Arena/Team Valuation Analysis
- FedEx Form/Memphis Grizzlies (Memphis, TN) – Team/Arena Valuation/Transaction Services
- First Niagara Center (Buffalo, NY) – Team/Arena Valuation
- First Union Center (Philadelphia, PA) – New Arena Feasibility Study
- Ford Center (Oklahoma City, OK) – Premium Seating Renovation Study
- Honda Center (Anaheim, CA) – Facility Advisor
- Jobing.com Arena (Glendale, AZ) – Team/Arena Due Diligence/Premium Seating Analysis
- Key Arena (Seattle, WA) – Renovation Options Analysis
- L.A. Sports Arena (Los Angeles, CA) – Revenue Analysis of Potential Arena Improvements
- Madison Square Garden (New York, NY) – Analysis of Renovation Options/Transaction Valuation
- Mellon Arena (Pittsburgh, PA) – Arena Renovation Feasibility
- Moda Center (Portland, OR) – Economic & Fiscal Impact Study
- MTS Centre (Winnipeg, MB) – Facility Development Advisor
- Nassau Coliseum (Uniondale, NY) – Analysis of Arena Redevelopment Proposals
- Nationwide Arena (Columbus, OH) – Arena Valuation
- Northlands Coliseum (Edmonton, ALB) – Renovation/New Construction Analysis
- Oracle Arena (Oakland, CA) – Arena Renovation Feasibility
- Palace at Auburn Hills (Auburn Hills, MI) – Arena Valuation for Tax Purposes
- Pepsi Center (Denver, CO) – Arena Valuation/Negotiation Assistance
- Phillips Arena (Atlanta, GA) – Feasibility Study
- Prudential Center (Newark, NJ) – Facility Development Advisor
- Quicken Loans Arena (Cleveland, OH) – Feasibility Study/Economic & Fiscal Impact Study
- Rogers Arena (Vancouver, BC) – Facility Advisor
- SAP Center at San Jose (San Jose, CA) – Facility Advisor
- Scottrade Center (St. Louis, MO) – Team/Arena Valuation/Operations Review
- Staples Center (Los Angeles, CA) – Facility Development Advisor
- Target Center (Minneapolis, MN) – Renovation Options/Economic Impact Study/Transaction
- TD Garden (Boston, MA) – New Arena Feasibility / Arena Renovation Studies
- TD Waterhouse Center (Orlando, FL) – Renovation Options Analysis
- Time Warner Cable Arena (Charlotte, NC) – Financial Advisor
- Toyota Center (Houston, TX) – New Arena Feasibility Study
- United Center (Chicago, IL) – Feasibility Study/Financing Analysis
- U.S. Airways Center (Phoenix, AZ) – Facility Advisor
- Verizon Center (Washington D.C.) – Feasibility Study/Valuation
- Wells Fargo Center (Philadelphia, PA) – Feasibility Study
- Xcel Center (St. Paul, MN) – Facility Development Advisor



FIRM EXPERIENCE

SAMPLE OF NATIONAL FOOTBALL LEAGUE EXPERIENCE

CSL's consultants have advised on facility and team issues related to 31 of 32 NFL teams.

- Arrowhead Stadium (Kansas City, MO) – Stadium Renovation Feasibility Study
- AT&T Stadium (Arlington, TX) – Market Study/Economic Impact Study/Financial Analysis
- Edward Jones Dome (St. Louis, MO) – Team Operations/Stadium Development Advisory Services
- EverBank Stadium (Jacksonville, FL) – Sales Tax Projection Study for Stadium Funding
- First Energy Stadium (Cleveland, OH) – Stadium Renovation Services/Economic Impact Study
- Ford Field (Detroit, MI) – New Stadium Development Market & Financial Advisor
- Georgie Dome (Atlanta, GA) – Stadium Renovation/Premium Seating Feasibility Study
- Gillette Stadium (Foxboro, MA) – Team & Stadium Valuation/New Stadium Feasibility Study
- Heinz Field (Pittsburgh, PA) – Stadium Expansion Feasibility Study – Market Demand & Financing
- Invesco Field (Detroit, MI) – Stadium Development Advisor to City/Negotiation Assistance
- Lambeau Field (Green Bay, WI) – Stadium Redevelopment Market Research
- Levi's Stadium (Santa Clara, CA) – Economic Impact/PSL Advisor to San Francisco 49ers
- LP Field (Nashville, TN) – Franchise Relocation/Stadium Development/Economic Impact Advisor
- Lucas Oil Stadium (Indianapolis, IN) – Stadium Renovation/New Construction Advisor
- Mercedes-Benz Superdome (New Orleans, LA) – Stadium Development Advisor to State/Negotiations
- MetLife Stadium (East Rutherford, NJ) – Market Study/Economic Impact Study
- Metrodome (Minneapolis, MN) – Stadium Development Advisor to Sports Commission
- M&T Bank Stadium (Baltimore, MD) – Team/Stadium Operations Assessment
- New Chargers Stadium (San Diego, CA) – New Stadium Feasibility/Team Operations Assessment
- New LA NFL Stadium (Carson, CA) – NFL Team/Stadium Advisor to Potential Developer
- New LA NFL Stadium (Industry, CA) – Site Analysis & Market Study for Majestic Realty
- New NFL Stadium (McAllen, TX) – NFL Team/Stadium Development Advisor to Potential Owner
- New NFL Stadium (Toronto, ONT) – Stadium Development Advisor
- New Redskins Stadium (Arlington, VA) – Stadium Development Advisor
- New/Renovated Raiders Stadium (Oakland, CA) – Feasibility Advisor to Coliseum Authority
- New Vikings Stadium (Minneapolis, MN) – Market Research/Stadium Advisor to Team
- NFL Stadiums (Various Locations) – Economic Impact Study Performed for League Office
- NRG Stadium (Houston, TX) – Economic Impact Study
- Proposed NFL Stadium (Hartford, CT) – Feasibility Study
- Qwest Field (Seattle, WA) – Team/Stadium Operations Review
- Raymond James Stadium (Tampa, FL) – Team/Stadium Acquisition Due Diligence
- Ralph Wilson Stadium (Buffalo, NY) – Stadium Renovation Advisor
- RCA Dome (Indianapolis, IN) – Stadium Renovation Advisor to County/Team
- Soldier Field (Chicago, IL) – Stadium Development Advisor to Public Sector
- Sun Life Stadium (Miami, FL) – Stadium Financing Advisor/Ticket Pricing Analysis
- Texas Stadium (Dallas, TX) – Renovation Options Analysis
- University of Phoenix Stadium (Glendale, AZ) – Stadium Development Advisor to Team



FIRM EXPERIENCE

SAMPLE OF COLLEGIATE EXPERIENCE



CSL's consultants have provided advisory services to over 60 colleges and universities.

- **Amon Carter Stadium** (Fort Worth, TX) – Premium Seating Market Study
- **Autzen Stadium** (Eugene, OR) – Stadium Renovation/New Arena Feasibility Study
- **Beaver Stadium** (State College, PA) – Stadium Renovation Financing Analysis
- **Bill Snyder Family Stadium** (Manhattan, KS) – Premium Seating & Financing Study
- **Bronco Stadium** (Bosie, ID) – Stadium Premium Seating Study/Renovation Feasibility
- **Carver Hawkeye Arena** (Iowa City, IA) - Arena Renovation Financing Analysis
- **Chaifetz Arena** (St. Louis, MO) - Arena Feasibility Study
- **Cintas Center** (Cincinnati, OH) - Arena Renovation Financing Analysis
- **Davis-Wade Stadium** (Starkville, MS) – Premium Seating Demand Study
- **Delaware Stadium** (Newark, DE) – Premium Seating Demand Study
- **E.A. Diddle Arena** (Bowling Green, KY) – New/Renovated Arena Study
- **Fairfield University Arena** (Fairfield, CT) – New Arena Viability Assessment
- **FAU Stadium** (Boca Raton, FL) – New Campus Stadium Study
- **Folsom Field** (Boulder, CO) – Premium Seating Demand Study
- **Hilton Coliseum** (Ames, IA) – Arena Improvement Feasibility Study
- **Humphrey Coliseum** (Starkville, MS) – Premium Seating Demand Study
- **Husky Stadium** (Seattle, WA) – Stadium Renovation Analysis
- **InfoCision Stadium** (Akron, OH) – New Campus Stadium Feasibility Study – Market & Financial
- **Jack Trice Stadium** (Ames, IA) – Premium Seating Demand Study
- **Jones AT&T Stadium** (Lubbock, TX) – Premium Seating Demand Study
- **Keenan Stadium** (Chapel Hill, NC) – Financial Projections & Funding Options
- **Kinnick Stadium** (Iowa City, Iowa) – Premium Seating Market Study
- **Kohl Center** (Madison, WI) – Feasibility Study
- **Kyle Field** (College Station, TX) – Market, Financial & Funding Analysis
- **Lane Stadium** (Blacksburg, VA) – Stadium Renovation/Premium Seating Study
- **Louis Brown Arena** (Piscataway, NJ) – Premium Seating Study
- **Mackey Arena** (West Lafayette, IN) – Premium Seating Study & Financial Analysis
- **Magness Arena** (Minneapolis, MN) – New Arena Feasibility/Revenue Analysis
- **Mariucci Arena** (Minneapolis, MN) – Revenue Analysis
- **Martin Stadium Renovation** (Pullman, WA) – Premium Seating & Funding Study
- **Matthew Knight Arena** (Eugene, OR) - Feasibility Study/Site Analysis
- **McCarthy Athletic Center** (Spokane, WA) – Feasibility Study
- **Memorial Stadium** (Berkeley, CA) – Stadium Renovation/Premium Seating Study
- **Michigan Stadium** (Ann Arbor, MI) – Stadium Renovation/Premium Seating Study
- **Milan Puskar Stadium** (Morgantown, WV) – Stadium Renovation/Premium Seating Study
- **Mizzou Arena** (Columbia, MO) – New Arena Financial Advisor
- **Moody Coliseum** (Dallas, TX) – Premium Seating & Funding Analysis
- **Morehead State Facilities** (Morehead, KY) – Athletic Master Plan Analysis
- **New Multi-Purpose Center** (Petersburg, VA) – Financial Feasibility Study
- **Nippert Stadium** (Cincinnati, OH) – Premium Seating & Funding Analysis
- **Notre Dame Stadium** (South Bend, IN) – Stadium Renovation Revenue/Financing Advisor
- **Pauley Pavilion** (Los Angeles, CA) – Sponsorship Analysis
- **Proposed BGSU Arena** (Bowling Green, OH) – Feasibility Study
- **Proposed UWGB Arena** (Green Bay, WI) – Feasibility Study



FIRM EXPERIENCE

SAMPLE OF COLLEGIATE EXPERIENCE CONT.

- Proposed Convocation Center (Washington, D.C.) – Market & Financial Advisory Services
- Proposed UWGB Arena (Green Bay, WI) – Feasibility Study
- Reser Stadium (Corvallis, OR) – Premium Seating & Funding Analysis
- Robertson Stadium (Houston, TX) – Premium Seating & Funding Analysis
- Ross-Ade Stadium (West Lafayette, IN) – Premium Seating & Funding Analysis
- Rupp Arena (Lexington, KY) – Arena Valuation
- High Point Solutions Stadium (Piscataway, NJ) – Premium Seating & Funding Analysis
- Ryan Field (Evanston, IL) – Premium Seating & Funding Analysis
- Jones AT&T Stadium (Lubbock, TX) – Premium Seating & Financial Analysis
- Scott Stadium (Charlottesville, VA) – Premium Seating Feasibility Study
- State Farm Center (Champagne, IL) – Renovation/New Arena Market/Financial Study
- Spartan Stadium (Lansing, MI) – Premium Seating Feasibility Study
- Sun Devil Stadium (Tempe, AZ) – Premium Seating Feasibility Study
- Sun Dome (Tampa, FL) – Analysis of Renovation Options
- TCF Bank Stadium (Minneapolis, MN) – Feasibility Study / Premium Seating Demand
- Ted Constant Conv. Center (Norfolk, VA) – Feasibility Study
- UCF Arena (Orlando, FL) – Market & Financial Feasibility Study
- Wells Fargo Arena (Tempe, AZ) – Premium Seating Market Demand
- Williams-Brice Stadium (Columbia, SC) – Premium Seating & Funding Analysis
- Williams Arena (Minneapolis, MN) – Renovation Study
- Welsh-Ryan Arena (Evanston, IL) – Premium Seating & Funding Analysis

SAMPLE OF MUNICIPAL ARENA & STADIUM EXPERIENCE

CSL's consultants have provided feasibility services for over 75 municipal sports facilities.

- 1stBank Center (Broomfield, CO) – Market, Financial & Economic Impact Study
- Abbotsford Arena (Abbotsford, BC) – Operations Review
- Alamodome (San Antonio, TX) – Premium Seating Study
- Birmingham Domed Stadium (Birmingham, AL) – Site Analysis
- Charlotte Coliseum (Charlotte, NC) – Renovation Options
- Citrus Bowl (Orlando, FL) – Assessment of Renovation Options
- Cotton Bowl (Dallas, TX) – Domed Roof Analysis
- Family Arena (St. Charles, IL) – Market & Financial Feasibility Study
- Fargodome (Fargo, ND) – Economic & Fiscal Impact Study
- Frank Clair Stadium (Ottawa, ON) – Assessment of Renovation Options/Premium Seat Demand
- Hartford Civic Center (Hartford, CT) – Operations Review/Renovation Options
- Hershey Centre (Mississauga, Ont.) – Market & Financial Feasibility Study
- Huntington Center (Toledo, OH) – Market, Financial & Economic Impact Analysis
- Kemper Arena (Kansas City, MO) – Operational Review/Renovation Options
- Kingdome(Seattle, WA) – Renovation Options
- Liberty Memorial Bowl Stadium (Memphis, TN) – Renovation/New Stadium Assessment
- Lubbock Memorial Coliseum (Lubbock, TX) – Renovation Options
- Memorial Coliseum (Portland, OR) – Adaptive Re-Use Market & Financial Study



FIRM EXPERIENCE

SAMPLE OF MUNICIPAL ARENA & STADIUM EXPERIENCE CONT.

- Memorial Stadium (Ft. Wayne, IN) – Re-Use Opportunities
- Mississippi Coast Coliseum (Biloxi, MS) – Facility Advisor
- Myriad Arena (Oklahoma City, OK) – Facility Advisor
- Ottawa Civic Centre (Ottawa, ONT) – Premium Seating Demand
- Paul Tsongas Arena (Lowell, MA) – Market & Financial Feasibility Study
- Pontiac Silverdome (Pontiac, MI) – Transaction Due Diligence/Valuation
- Proposed Arena (Allentown, PA) – Market, Financial & Economic Impact Feasibility Study
- Proposed Arena (Aurora, IL) – Feasibility Study
- Proposed Arena (Bowling Green, KY) – Feasibility Study
- Proposed Arena (Burlington, VT) – Market, Financial & Funding Analysis
- Proposed Arena (Collin County, TX) – Market, Financial & Economic Impact Analysis
- Proposed Arena (El Paso, TX) – Feasibility Study
- Proposed Arena (Evansville, IN) – Feasibility Study
- Proposed Arena (Fargo, ND) – Feasibility Study
- Proposed Arena (Helena, MO) – Feasibility Study
- Proposed Arena (Hickory, NC) – Feasibility Study
- Proposed Arena (Kalamazoo, MI) – Feasibility Study
- Proposed Arena (Lincoln Park, MI) – Market & Financial Feasibility Study
- Proposed Arena (Lincoln, NE) – Feasibility Study
- Proposed Arena (Louisville, KY) – Feasibility Study
- Proposed Arena (Prospect Heights, IL) – Feasibility Study
- Proposed Arena (Columbia County, GA) – Market, Financial & Financing Study
- Proposed Arena (Las Vegas) – Feasibility Study
- Proposed Arena (Tucson, AZ) – Market, Financial & Economic Impact Study
- Proposed Domed Stadium (Macon, GA) – Market Demand Assessment
- Proposed Events Center (Mooresville, NC) – Feasibility Study
- Proposed Stadium (Sioux Falls, SD) – Feasibility Study
- Resch Center (Green Bay, WI) – Feasibility Study
- Richmond Coliseum (Richmond, VA) – Operations Assessment
- Rose Bowl (Pasadena, CA) – Peer Review / Feasibility & Financing Assessment
- Sears Centre (Hoffman Estates, IL) – Market & Financial Feasibility Study
- Student Activity Center (Tulsa, OK) – Market Demand and Building Program Assessment
- Sioux Falls Arena (Sioux Falls, SD) – Feasibility Study
- Spokane Arena (Spokane, WA) – Feasibility Study
- Stockton Arena (Stockton, CA) – Management Review/Negotiations
- Tacoma Dome (Tacoma, WA) – Assessment of Renovation Options
- Urban Plains Center (Fargo, ND) – Facility Advisory Services
- Verizon Wireless Arena (Manchester, NH) – Financing Analysis
- Victory Stadium (Roanoke, VA) – Assessment of Renovation Options
- Will Rogers Mem. Coliseum (Fort Worth, TX) – Operations Assessment/Renovation Options



JAY LENHARDT

PRINCIPAL, CSL INTERNATIONAL

Mr. Lenhardt is a Principal with CSL and specializes in providing market and financial advisory services to the sports and entertainment industry. A 22-year industry veteran, Mr. Lenhardt brings experience on over 400 sports and entertainment projects while providing a focused, individualized approach to each client.

Mr. Lenhardt has broad-based industry expertise, including but not limited to providing the following services: feasibility studies, financial projections, economic and fiscal impact modeling, evaluation of project funding alternatives, marketing studies, premium seating studies, operational assessments, fan experience research, customer satisfaction research, valuation analysis and other services. The depth and breadth of Mr. Lenhardt's experience includes facilities such as ballparks, arenas, stadiums, sports complexes, motor speedways, amphitheaters, convention centers, conference centers and other similar facilities. Mr. Lenhardt's clients have included numerous municipalities, universities, professional and minor league sports teams, facility management companies, sports authorities, private investment groups and others.

Mr. Lenhardt has served as a speaker at a number of industry forums including conferences for the National Association of College Directors of Athletics, the Association of Luxury Suite Directors and the Society for College and University Planning. Mr. Lenhardt's work has been quoted in publications such as Forbes Magazine and Stadia Magazine. Prior to joining CSL, Mr. Lenhardt was a Senior Consultant in the sports consulting practice at Pricewaterhouse Coopers.

EDUCATION:

B.A. Finance
University of North Texas, 1993

AFFILIATIONS:

- Association of Luxury Suite Directors
- International Association of Assembly Managers

EXPERIENCE:

22 Years Sports Consulting Experience:

2000 – Present:

Principal – CSL International
Sports Practice

1994 – 2000:

Manager–Coopers & Lybrand LLP (now PwC)
Sports, Entertainment and Leisure Practice

REPRESENTATIVE CLIENTS:

Abilene Sports Complex
AT&T Park
AT&T Stadium
Camden Yards
Chickasaw Bricktown Ballpark
Classic Park
Coolray Field
Coors Field
Dickey Stephens Ballpark
Gresham Sports Park
Heinz Field

Madison County Sports Complex
Minute Maid Park
Olathe Soccer Complex
ONEOK Field
Pelican Park
Pizza Hut Park
PGE Park
Proposed Apple Valley Ballpark
Proposed Lone Tree Ballpark
Proposed Wilmington Ballpark
Proposed Yakima Ballpark

Proposed Milwaukee Brewers
Regions Field
Sevierville Sports Complex
Spring Training Complex
Target Center
Target Field
TCF Bank Stadium
Tropicana Field
Wild Horse Baseball Complex
Werner Park
Yankee Stadium



BILL RHODA PRESIDENT, CSL INTERNATIONAL

Mr. Rhoda is the President of CSL and specializes in providing market and financial advisory services to the sports industry. Over the past 24 years, Mr. Rhoda has consulted on over 500 sports and entertainment projects for minor league, professional, collegiate, high school and amateur organizations. Mr. Rhoda's experience over the past decade has included a variety of project types ranging from major league sports projects to international projects. As the Director of the Sports Practice, Mr. Rhoda has worked with representatives from government entities, sports commissions, facility authorities, sports teams, development groups and management companies. He has provided analysis for clients ranging from the City of Los Angeles to large equity firms looking to expand into facility development.

The depth and breadth of Mr. Rhoda's experience includes facilities such as ballparks, arenas, stadiums, sports complexes, motor speedways, amphitheaters, convention centers, conference centers and other similar facilities. Mr. Rhoda's clients have included numerous municipalities, sports authorities, universities, professional and minor league sports teams, private investment groups and others. Mr. Rhoda has served as a speaker at a number of industry forums on topics such as maximizing revenues, the facility development process, impacts associated with franchises and facilities and the feasibility of projects. Prior to joining CSL, Mr. Rhoda was a Manager in the sports consulting practice at Coopers & Lybrand (now PricewaterhouseCoopers).

EDUCATION:

B.S.B.A. Finance/International Business
University of Tulsa, 1992

AFFILIATIONS:

- Association of Luxury Suite Directors
- International Association of Assembly Managers
- 40 Under 40-Sports Business Journal Award

EXPERIENCE:

24 Years Sports Consulting:

1996 – Present:

Principal – CSL International Sports Practice

1992 – 1996:

Manager–Coopers & Lybrand LLP (now PwC)
Sports, Entertainment and Leisure Practice

REPRESENTATIVE CLIENTS:

Abilene Sports Complex
AT&T Park
AT&T Stadium
Busch Stadium
Camden Yards
Chase Field
Citi Field
Constellation Field
Fenway Park
Ford Field
Heinz Field

LP Field
Madison County Sports Complex
Metrodome
Minute Maid Park
Minnesota Vikings Stadium
Metlife Stadium
Olathe Soccer Complex
ONEOK Field
PETCO Park
Pizza Hut Park
Progressive Field

Proposed Amarillo Ballpark
Proposed Montgomery
County Ballpark
Safeco Field
Tampa Bay Rays
Target Center
Target Field
TCF Bank Stadium
Werner Park
Wrigley Field
Yankee Stadium



BEN WRIGLEY CHIEF OPERATING OFFICER, CSL

Mr. Wrigley serves as Chief Operating Office for CSL as well as the Vice President of Project Development for Legends. Mr. Wrigley has spent the past 23 years assisting municipalities, sports teams and other entities in the planning and execution of sports and entertainment venue developments.

Mr. Wrigley's vast consulting experience encompasses advising his clients on the overall feasibility aspects of venue development, with a specialized focus on the market potential for premium seating, sponsorships and naming rights for new or renovated facilities. His responsibilities on these projects include providing recommendations to clients regarding optimum luxury suite, loge box, club seat, seat license and ticketing configuration and pricing; consultation with architects and project principals on the design of seating bowls and premium seating levels and amenities; sales and marketing plan development; sales execution; the management of sales, marketing and administrative staffs; and budget management.

Mr. Wrigley led the luxury suite and sponsorship sales during the planning and construction of the Gwinnett Center in Duluth, Georgia while with another firm. He has been instrumental in providing market research and spearheading the marketing campaigns for venues such as the BOK Center (Tulsa, OK), Pinnacle Bank Arena (Lincoln, NE), Denny Sanford Premier Center (Sioux Falls, SD), Wells Fargo Center (Des Moines, IA), Nationwide Arena (Columbus, OH), Yankees Stadium, MetLife Stadium and other venues.

Prior to joining CSL and Legends, Mr. Wrigley was the Vice President of Business Operations for Sports Facilities Marketing Group. Mr. Wrigley has also previously worked for the Cleveland Cavaliers and the Carolina Panthers.

EDUCATION:

B.A. Finance

Michigan State University, 1992

EXPERIENCE:

23 Years in the Sports Industry

2011 – Present:

Chief Operating Officer – CSL International;

Vice President of Project Development – Legends

2007 – 2011:

Principal – CSL Marketing Group

1996 – 2007:

Vice President of Business Operations – Sports Facilities Marketing Group

1995 – 1996:

Sales Assistant – Carolina Panthers

1993 – 1994; 1996:

REPRESENTATIVE CLIENTS:

Anfield Stadium

Bank of America Stadium

BOK Center

Cedar Rapids Kernels

Etihad Stadium

Fort Worth Arena

Gwinnett Center

LAFC Football Club Stadium

MetLife Stadium

Milwaukee Bucks Arena

Nationwide Arena

Pinnacle Bank Arena

Quicken Loans Arena

Sacramento Kings Arena

Wells Fargo Arena

Wells Fargo Center

Yankee Stadium



ADAM KERNS PROJECT MANAGER, CSL INTERNATIONAL

Mr. Kerns is a Project Manager with CSL and brings more than 10 years of experience in the sports industry to our clients. Prior to joining CSL, Mr. Kerns worked in the media relations departments of the Houston Astros and the Texas Rangers, serving as a statistical analyst and a liaison between the organization and the media.

In total, Mr. Kerns has completed over 75 projects for a variety of sports and entertainment sectors including:

- Municipalities & public authorities;
- Collegiate athletic departments;
- Professional sports franchises; and,
- Private real estate development firms.

Mr. Kerns has comprehensive experience providing a variety of research and consulting services including: Market and financial feasibility; Primary market research and analysis; Economic and fiscal impact studies; and Funding analysis. In 2015, Mr. Kerns was a featured presenter at the Goldman Sachs Business of Football Conference in London. Mr. Kerns received his Master of Arts in Athletic Administration from the University of Iowa. He received his Bachelor of Arts in Health & Sport Studies / Communication Studies from the University of Iowa.

EDUCATION:

M.A. Athletic Administration (2005-06)
University of Iowa

B.A. Health & Sport Studies / Communication Studies
(2001-05) University of Iowa

EXPERIENCE:

*10 Years as a Sports Industry Professional:
2008-Present*

Project Manager – CSL International, Sports Practice
2007-2008

Media Relations Department – Houston Astros
2006

Media Relations Department – Texas Rangers

REPRESENTATIVE CLIENTS:

Amarillo Ballpark
American Airlines Center
Apple Valley Ballpark
AS Roma
Baylor University
Canadian, TX
Cedar Rapids, IA
Constellation Field
Edmonton Northlands
Fort Worth, TX
Las Vegas, NV
Lawrence, KS

Lone Tree Ballpark
Los Angeles NFL Stadium
Montgomery County Ballpark
Oakland Raiders
ONEOK Field
Ottawa Sports & Entertainment
Minnesota Vikings
Parkville, MO
Regions Field
Sugar Land, TX
Texas A&M University
Televisa/Club America

Tottenham Hotspur
University of Nevada
UNLV
University of North Carolina
University of Notre Dame
University of South Carolina
Utah State University
Vanderbilt Stadium
Virginia Beach, VA
Virginia State University
West Virginia University
Wild Horse Pass Spring Training



JULIANA ROGERS ANALYST, CSL INTERNATIONAL

Juliana Rogers serves as an Analyst at CSL with experience in research and planning during the initial stages of facility development, market demand analysis, competitive and comparable facility analysis, and project funding analysis. Prior to joining CSL, Juliana served as Director of Programs at Business Council for the Arts in Dallas, Texas. She also worked at Strategic Resource Group, a leading U.S. retail and consumer goods consulting firm in New York City.

Juliana received her Masters in arts administration and her MBA, concentrating in business analytics from Southern Methodist University. She received her Bachelors in Arts from Cornell University.

EDUCATION:

- B.A. – Art History (2006 – 2010)
Cornell University
- M.A./M.B.A. – Business Analytics (2011 – 2013)
Southern Methodist University

EXPERIENCE:

- 2014-Present:*
Analyst – CSL International
- 2013-2014*
Director of Programs-Business Council for the Arts
- 2010-2013*
Analyst-Strategic Resource Group

REPRESENTATIVE CLIENTS:

- Amway Center
- Chisholm Creek Music Center
- Cleveland County Arena
- Fort Worth Arena
- Fox Theater
- LAFC Soccer Stadium
- Las Vegas 51s Ballpark
- Milwaukee Bucks Arena
- Portland Memorial Coliseum
- SAP Center
- Saskatchewan Roughriders
- Spartanburg Event Center
- Wakemed Park



DANIEL SARGENT
ANALYST, CSL INTERNATIONAL

Daniel Sargent is an analyst with CSL and brings a diverse range of work and academic experience to our clients. Before joining the CSL team, Mr. Sargent worked as a statistician for the 2012 London Olympics and in Diplomatic Affairs at the New York City Commission to the United Nations. He also serves as the Executive Board Assistant for the Dallas Stars Alumni Association and Sports Editorial Fellow at the Novak Djokovic Foundation.

Mr. Sargent has experience in market research, statistics, and media relations. He earned Master's Degrees in International History from the London School of Economics and Columbia University. Daniel completed his B.A. at Westmont College in Santa Barbara, CA.

EDUCATION:

- M.Sc. - International History
London School of Economics and Political Science
- M.A. - International and World History
Columbia University
- B.A. - History
Westmont College

REPRESENTATIVE CLIENTS:

- City of San Jose
- City of Virginia Beach
- D.C. United
- Fulham F.C.
- James Madison University
- Sacramento Kings
- Tottenham Hotspur F.C.

EXPERIENCE:

- 2014-Present:*
Analyst – CSL International
- 2013-2014*
Staff Analyst- Novation, LLC
- 2012*
Statistician- NBC Sports Broadcasting- 2012 London Olympics
- 2012*
Diplomatic and Consular Affairs- New York City Commission to the United Nations

Lee A. Eskilsen, CFE, CHE

Mr. Eskilsen has been involved in the development and management of public assembly venues for the past 25 years. He was responsible for the development, pre-opening and day-to-day management of the NYNEX arena, Manchester, England; The Mullins Center, UMass, Amherst, MA and The REC arena at William Paterson College, Wayne, NJ. Lee also served as the Executive Director of the Providence Civic Center, Providence, RI; the Pensacola Civic Center, Pensacola, FL; the Sioux Falls Arena, Sioux Falls, SD; the RPI Fieldhouse, Rensselaer Polytechnic Institute, Troy, NY. Eskilsen was also the Director of Guest Services for Madison Square Garden.

During his career, Eskilsen has generated more than \$150 million in revenue; booked and successfully managed more than 1,500 entertainment and sports events; negotiated and implemented more than 1,000 event contracts, 20 labor union contracts, 10 professional and collegiate sports tenant agreements and 3 naming rights agreements.

Eskilsen created Entertainment and Sports Consulting, LLC, dba ESVenues which specializes in the development and management of entertainment and sports venues and events. Clients have included, Delaware North, Venue Solutions Group, Venuworks and numerous municipalities.

In addition, Eskilsen is an Associate Professor in the Center for Sports, Entertainment and Event Management in the School of Hospitality and College of Management on the Providence Campus of Johnson & Wales University.

Eskilsen co-authored Public Assembly Facility Management: Principles and Practices, 2nd Edition, 2009, published by IAVM, ISBN 978-0-9841303-0-6. He is currently working on the 3rd edition that will be published in 2014. The textbook is used by more than 40 colleges and universities and numerous venue managers internationally.

Eskilsen is an IAVM Certified Facility Manager (CFE); an American Hotel & Lodging Association (AH&LA) Educational Institute Certified Hospitality Educator (CHE) and a National Fire Protection Association (NFPA) endorsed and IAVM Certified Trained Crowd Manager (TCM). Eskilsen currently serves on the IAVM Stadium Committee.

Eskilsen holds a Masters of Science degree from Indiana University, Bloomington, IN; Bachelors of Education degree from Bowling Green State University, Bowling Green, OH; and an Associates of Science degree from Dean College, Franklin, MA.

- *Entrepreneurial venue and event executive leveraging development and management experience in the entertainment and sports business to exceed each client's expectations.*
- *Proven and goal-oriented leader demonstrating vision, focus, flexibility and passion in attaining positive financial results for every project.*
- *Experienced strategist and negotiator achieving successful outcomes through an integrative approach that creates mutually beneficial and lasting relationships.*

❖ **ESVenues Provides Strategic Project Development and Management Services**

- Venue development, design, construction and renovation
- Venue fixtures, furnishings and equipment procurement
- Venue and event management review, analysis and recommendations
- Venue and event revenue creation/enhancement and expense reduction/elimination appraisal
- Venue booking evaluation
- Sales and marketing assessment
- Tenant negotiations
- Venue and event staff recruitment, training and coordination

❖ **Specific Entertainment and Sports Venue and Event Areas of Expertise**

- Booking and Scheduling
- Tenant Negotiations
- Commercial Rights
- Operations
- Finance
- Marketing
- Ancillary Services and Revenue
- Premium Seating
- Risk Management
- Ticketing and Access Management
- Staff Training and Coordination
- Crowd Management
- Customer Service
- Parking, Traffic and Transportation

Significant Career Achievements

- **Served** as the Executive Director of six arenas
- **Developed** and opened three new arenas
- **Generated** more than \$150 million in revenue
- **Booked** and successfully managed more than 1,500 entertainment and sports events
- **Negotiated and implemented:**
 - 1,000+ event contracts
 - 20 labor union agreements
 - 10 professional and collegiate sports tenants agreements
 - 3 venue naming rights contracts

❖ **Clients and Projects**

- **TD Banknorth Garden**, Boston, MA (*now operating as the TD Garden*)
- **HOK Sport/Populous**, Nashville, TN
- **Venue Solutions Group**, Nashville, TN
- **Compass Facility Management**, Ames, IA (*now operating as Venuworks*)
- **City of Youngstown, OH**
- **City of Sioux City, IA**
- **City of Tulsa, OK**
- **IAVM Stadiums and Arenas**, Coppell, TX
- **Track Seating**, Detroit, MI
- **Champions World International**, Newark, NJ

❖ **Venue Management Career Locations**

- **NYNEX Arena**, Manchester, UK (*now operating as the Manchester Arena*)
- **The Providence Civic Center**, Providence, RI (*now operating as the Dunkin Donuts Center*)
- **The Fleet Skating Center**, Providence, RI (*now operating as the Alex & Ani Skating Center*)
- **The Mullins Center at The University of Massachusetts**, Amherst, MA
- **The Sioux Falls Arena**, Sioux Falls, SD
- **The Pensacola Civic Center**, Pensacola, FL
- **The Rensselaer Polytechnic Institute Fieldhouse**, Rensselaer, NY

ESVenues, P.O. Box 5843, Providence, RI 02903 ~ Cell: 401.439.0100

E mail: lee@esvenues ~ Web page: www.esvenues.com

PROFESSIONAL EXPERIENCE

(Continued)

Additional Ogden Entertainment Venue Management, New York, NY

Executive Director, The Mullins Center, University of Massachusetts, Amherst, MA
(1992-1993)

Executive Director, Sioux Falls Arena, Sioux Falls, SD
(1991-1992)

Executive Director, Escambia County and City of Pensacola Facilities, Pensacola, FL
(1990-1991)

Executive Director, Rensselaer Polytechnic Institute (RPI) Field House, Troy, NY
(1989-1990)

Madison Square Garden, New York, NY

Senior Director, Guest Services
(1988-1989)

EDUCATION & PUBLICATIONS

- **Public Assembly Facility Management: Principles and Practices, 2nd Edition**
Lee A. Esckilsen, CFE; Frank E. Russo, Jr., CFE; Robert J. Stewart, CFE
Published by the International Association of Assembly Managers, 2009
- Master of Science, Indiana University, Bloomington, IN, 1982
- Bachelor of Science, Bowling Green State University, Bowling Green, OH, 1980
- Associate of Science, Dean College, Franklin, MA, 1978

PROFESSIONAL & CIVIC ASSOCIATIONS

- International Association of Venue Managers (IAAM), Coppel, TX
- IAAM Certified Facility Executive (CFE), Coppel, TX
- American Hotel & Lodging Educational Institute (AH&LEI), Washington, DC
AH&LEI Certified Hospitality Educator (CHE)
- Professional Golf Association (PGA), Deutsche Bank Championship (DBC) and FedEx Cup held at the Tournament Players Championship (TPC), Boston, MA

Lee A. Eskilsen, CFE, CHE
P.O. Box 5843 Providence, RI 02903
Cellular: (401) 439-0100 ~ E-mail: leee@esvenues.com

CAREER SUMMARY

A Certified Facilities Executive with more than 30 years of experience in the development and administration of venues and events. Positions have included international and national business formation and implementation projects. Extensive expertise includes:

- Venue pre-opening and construction
- Venue policy and procedure formation
- Venue operations and risk management
- Event booking and contracts
- Annual budget creation and control
- Commercial rights enhancement
- Strategic venue and event marketing
- Union contract negotiations

PROFESSIONAL & ACADEMIC EXPERIENCE

ESVenues, Providence, RI
(2000-Present)

Principal

- Manage a successful entertainment and sports venue and event firm specializing in business development, feasibility studies, sports franchise negotiations, event booking and management.
- Conduct evaluations of public/private sector venues, their organizations and their operations and event schedules, resulting in recommendations for improved effectiveness, efficiency and profitability.
- Serve as Owners' Representative for the development and opening of new arenas.
- Provide leadership in the negotiation of tenant and commercial rights agreements.
- Web site: www.esvenues.com

Clients:

Venue Solutions Group – Nashville, TN

- Conducted stadium and arena assessments during NFL and NBA games and compiled reports.

HOK Sport, Nashville, TN (now operating as Populous)

- Completed internal research for new business development.

Delaware North / TD Banknorth Garden, Boston, MA (now operating as TD Garden)

- Premium seating research and analysis.
- Private management proposal creation and presentation.

Compass Facility Management, Ames, IA (now operating as Venuworks)

- Completed operational assessment of the Alerus Center in Grand Forks, ND

City of Youngstown, OH – Chevrolet Centre (now operating as the Covelli Centre)

- Served as the Owners' Representative in all aspects of the successful development, design, construction and opening of the arena.

City of Sioux City, IA – Tyson Events Center / Gateway Arena / Convention Center / Ice Rink

- Completed extensive business and operational assessment of the arena, convention center and ice facility.

ChampionsWorld, LLC – International Soccer Match Management

- Served as stadium and match manager

PROFESSIONAL & ACADEMIC EXPERIENCE

(Continued)

Johnson & Wales University, College of Management, Providence, RI

Associate Professor, School of Hospitality, The Center for Sports, Entertainment and Event Management

(2002-Present)

- Lead professor for the venue management concentration
- Created ticket sales and operations course
- Developed courses in event management, tournament operations, negotiations and labor relations

Ogden Entertainment Facility Management, New York, NY

Executive Director, Providence Civic Center & Fleet Skating Center, Providence, RI (Now operating as the Dunkin' Donuts Center & Bank of America Skating Center)

(1998-2000)

- Coordinated the private management services transition for Ogden Entertainment of the 14,500 capacity arena.
- Completed the \$2.3 million renovation and capital improvement campaign.
- Supervised the successful pre-opening and management of the \$4.3 million Fleet Skating Center.
- Instigated the naming rights agreement with Dunkin' Donuts valued at \$6 million for ten years.
- Managed 40 full-time staff and 300 event staff.
- Successfully served as lead negotiator in all seven labor union contract re-negotiations.
- Negotiated tenant contracts with Providence College (Big East), the Providence Bruins (AHL) and multiple concert and family show promoters.

National Director, Sales and Marketing, New York, NY, and Hartford, CT

(1995-1998)

- Developed North American venue private management opportunities.
- Created Request for Proposal responses and produced presentations to solicit venues for private facility management contracts.
- Participated in presentations to negotiate proposals for private management.

Executive Director, NYNEX Arena, Manchester, England, UK

(Now operating as the Manchester Arena)

(1993-1995)

- Developed and implemented pre-opening plan, business strategy and administration of the 21,000 capacity facility completed at a cost of more than \$120 million (US) on schedule and within budget July 15, 1995.
- Served as the lead negotiator for the \$6 million (US) naming rights contract with NYNEX.
- Developed and implemented premium seating inventory and strategies for 44 suites.
- Developed a staff of 55 full-time management personnel and 500 event staff.
- Successfully created and implemented international booking strategies and calendar that attracted more than 1 million spectators.
- Served as the first General Manager of the Manchester Storm in their debut season of the British Hockey League.
- Negotiated the tenant contract with the Manchester Giants of the British Basketball League.