

## **Cumberland County Civic Center Joint Task Force**

Economic Analysis of Potential Renovation Options  
Related to the Cumberland County Civic Center

Proposal Submitted By:  
Brailsford & Dunlavey  
The Goldwater Group LLC

November 12, 2009





# Table of Contents

## Table of Contents

1. Introduction
2. Company Information
3. Project Team
4. Project Experience
5. Scope of Work
6. Project Schedule
7. Fee Schedule

# Table of Contents





# Introduction

## Introduction

To respond to this opportunity, Brailsford & Dunlavey has teamed with The Goldwater Group LLC, creating a team of leading events center industry experts who together will provide the Cumberland County Civic Center Joint Task Force with the most efficient, effective, and comprehensive services. B&D will serve as the prime proposer and direct contact for the client group and will collaboratively work with The Goldwater Group LLC and operations and events industry advisors throughout the project.

While the materials included in this proposal respond comprehensively to the Request for Proposals and detail the breadth of B&D's experience with studying events centers, it is important to note the factors that uniquely qualify B&D for this assignment:

- While other proposers may cite a portfolio of experience, **B&D's is the most relevant to this proposed project, having completed the 1999 New Portland Arena Feasibility Study and Financing Plan and the 2001 Cumberland County Civic Center Renovation Study.**
- The Goldwater Group LLC is a proven industry leader in the management, marketing, booking, and operation of events centers. **Bobby Goldwater has served in an executive arena management role for 26 years.**
- B&D has continued to refine and advance the industry's leading methodologies, such as **demographic data that is collected and analyses completed according to precise drive time areas rather than county boundaries.** **Additionally, Bobby Goldwater has the personal and professional contacts to ensure industry interviews are completed with senior personnel and decision makers.**
- B&D and The Goldwater Group LLC have proposed **aggressive delivery and fee schedules** that protect the integrity of the analysis while responding to the Joint Task Force's desire for a deliberate pace.
- Lastly, B&D understands the Joint Task Force's desire to continue advancing renovation options and, having completed two previous studies, shares the commitment to implement a solution.

Although B&D has completed two previous events center studies in Portland, we acknowledge the need for a "fresh" consideration of the costs and benefits of improvement options. The fundamental supply and demand factors in the region have changed over the past ten years and B&D is in a position to offer an important historical context for the proposed economic analysis. The following pages offer a summary analysis of how fundamental market demand, market supply, events supply, and tenant supply characteristics have changed since the previous two B&D studies.

## Introduction



### Market Demand

While the Portland area demographics experienced nominal change between the 1999 and 2001 B&D studies, the market demands have increased drastically over the past ten years. The population has increased 10% and the number of households by nearly 18%, indicating a shift towards empty nesters and younger households that can be a possible events center niche market. Incomes have increased steadily while the number of businesses has expanded by over 22%.

Greater Portland Market	Population	Households	Buying Income	Businesses
1999 B&D Study	568,400	219,700	\$37,120	11,629
2001 B&D Study	577,000	226,900	\$37,054	NA
2009 Demographics	626,000	258,100	\$39,411	14,202
<b>Percent Increase Since 1999</b>	<b>10.1%</b>	<b>17.5%</b>	<b>6.2%</b>	<b>22.1%</b>

### Market Supply

The change in potential market demand has been matched by an increase in the market supply. Since the 1999 and 2001 B&D studies, new mid-sized events centers have opened in Manchester and Boston, and Bangor is currently

Market	Facility	Capacity	Opened
Boston	Matthews Arena (Northwestern)	6,300	1910
Portland	Merrill Auditorium	1,900	1911
Portland	Portland Exposition Center	3,500	1920
Bangor	Bangor Auditorium & Civic Center (now Bass Park)	6,200	1955
Lewiston	Central Maine Civic Center (now Androscoggin Bank Coliseum)	5,500	1956
Springfield	Springfield Civic Center (now MassMutual Center)	9,295	1972
Augusta	Augusta Civic Center	7,286	1973
Orono	Alfond Arena (UMaine)	6,000	1977
Portland	Cumberland County Civic Center	8,795	1977
Worcester	Worcester Centrum (now DCU Center)	15,000	1982
Mansfield	Great Woods Amphitheater (now Comcast Center)	19,900	1986
Amherst	Mullins Center (UMASS)	10,500	1993
Boston	Fleet Center (now TD Garden)	19,000	1995
Durham	Whittemore Center Arena (UNH)	7,700	1995
Lowell	Tsongas Arena	7,800	1998
Manchester	Verizon Wireless Arena	10,000	2001
Boston	Agganis Arena	6,300	2005
Bangor	New Arena (Feasibility Study)	TBD	TBD

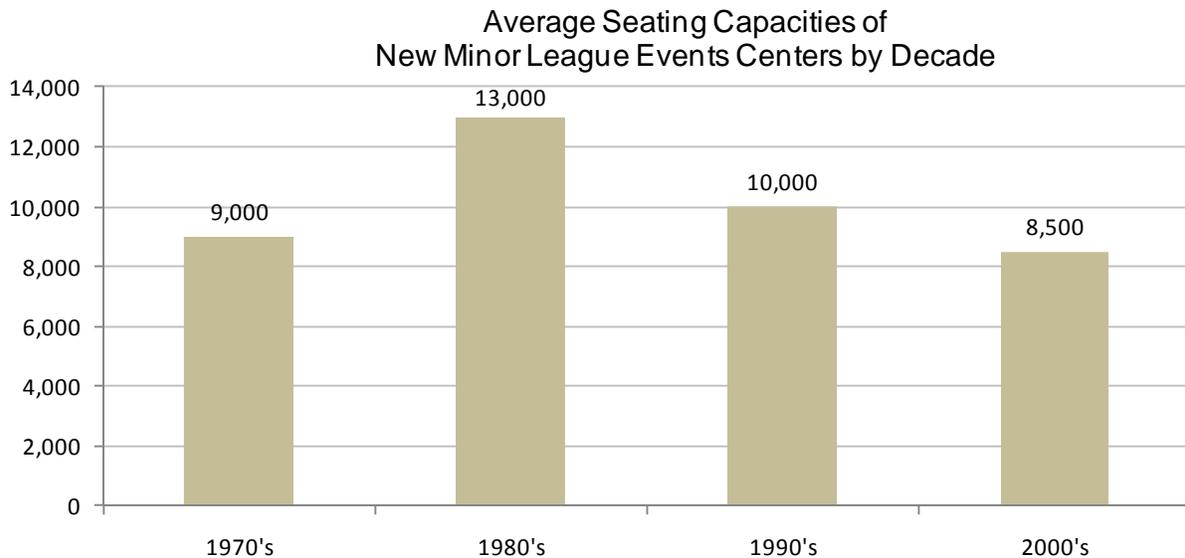


## Introduction

studying the feasibility of a new one. The new and potential facilities will impact supply analyses, dictate a focused analysis of events center production capability gaps, and place a greater level of importance on defining the Civic Center's competitive position for events.

### Events Supply

The supply of events over the past decade has also shifted dramatically with smaller yet modern venues gaining a significant market presence. Promoters and touring shows are more frequently seeking intimate venues that are more likely to sell out rather than be 60% full. The facility industry has responded to this shift over the course of the past 30 years and new facilities have progressively declined in total seating capacity.



### Tenant Supply

The Civic Center has continued to enjoy the benefit of a stable primary tenant in the Pirates while over the past ten years volatility and turnover has plagued other minor league indoor sports. It is understood that the current economic analysis will focus on the Pirates and outside events, but it is nonetheless useful to acknowledge the instability of other potential secondary tenants that may have been considered in the past. Of the 18 leagues studied in 2001, seven have ceased operations, including the AFL and AFL2. At the same time, 13 new leagues have been created, but their futures are unpredictable at best. Despite the changes, the hockey minor leagues remain the most enduring and stable.

# Introduction



## Review of Minor Sports Leagues and Growth Trends

- Since the 2001 B&D study, 7 of 18 minor sports leagues are now defunct.
- Since the 2001 B&D Study, 11 of 18 minor sports leagues are still in existence.
- Since the 2001 B&D Study, 13 new minor sports leagues were established.

Hockey	Type	Established	Franchises
■ International Hockey League (IHL)	Independent	1945	7
■ American Hockey League (AHL)	NHL Primary Affiliate	1936	29
■ East Coast Hockey League (ECHL)	NHL Secondary Affiliate	1988	20
■ Central Hockey League (CHL)	Independent	1963	15
■ United Hockey League (UHL) defunct	Independent	1991	12
■ All American Hockey League (AAHL)	IHL Affiliate	2008	6
■ Southern Professional Hockey League (SPHL)	Independent	2004	7
Basketball	Type	Established	Franchises
■ United States Basketball League (will resume play in 2010)	Independent	1985	6
■ International Basketball League (IBL)	Independent	2005	19
■ International Basketball Association (IBA) (merged with CBA in 2004)			
■ WNBA	NBA Sponsored	1997	13
■ American Basketball Association 2000 (ABA 2000)	Independent	2000	30
■ National Basketball Development League (NBDL)	NBA Sponsored	2001	17
■ Premier Basketball League (PBL)	Independent	2007	9
■ World Basketball Association (WBA)	Independent	2004	10
■ Continental Basketball Association (CBA)	Independent	2001	4
Arena Football	Type	Established	Franchises
■ Arena Football League (AFL) (defunct in 2008)	Independent	1987	15
■ Indoor Professional Football League (IPFL) (defunct in 2001)	Independent	1997	6
■ Arena Football League 2 (af2) (defunct in 2009)	Subsidiary of AFL	2000	25
■ Arena Football League 1 (AFL1)	Independent	2010	<i>At least 16</i>
■ Indoor Football League (IFL)	Independent	2008	19
■ American Indoor Football Association (AIFA)	Independent	2006	14
■ Continental Indoor Football League (CIFL)	Independent	2006	8
■ Southern Indoor Football League (SIFL)	Independent	2008	7
Indoor Soccer	Type	Established	Franchises
■ American Indoor Soccer League (AISL)	Independent	2005	5
■ National Professional Soccer League (NPSL) (defunct in 2001)	Independent	1984	15
■ World Indoor Soccer League (WISL) (defunct in 2001)	Independent	1999	5
■ National Indoor Soccer League (NISL)	Independent	2008	5
■ Xtreme Soccer League (XSL)	Independent	2008	4
Other	Type	Established	Franchises
■ Major League Roller Hockey (MLRH)	Independent	2008	12
■ National Lacrosse League (NLL)	Independent	1987	11



## Company Information

### About Brailsford & Dunlavey

Brailsford & Dunlavey is a facility planning and program management firm dedicated to serving local governments, public agencies, sports franchises, and other entities developing sports and events facilities. Our “value management” approach to sports and events facility planning seeks to respond to the basic problem facing any entity that seeks to develop new or renovate existing facilities: How can the project achieve its strategic objectives in the most market responsive and economically acceptable manner possible? Our services are designed to minimize the four primary types of risk associated with sports facility development projects—market risk, operating risk, financing risk, and capital cost risk—while consistently maintaining a focus on our client’s mission as the overriding determinant of project priorities.

Our planning approach integrates market analyses, feasibility evaluations, financial analyses, architectural programming, site evaluation, and economic impact assessment into a comprehensive process in which users and client decision-makers are involved at every step. The end result is a consensus-driven study in which all vested stakeholders have participated in its creation and understand the logic of planning decisions.

Our program management services emphasize the facilitation of our clients’ decision-making processes and the relentless execution of their vision. Whether selecting and managing architects and builders or maintaining control over the three critical variables of quality -cost, and schedule - our role is to ensure that our client’s performance criteria are met in every aspect.

Today, in our 17<sup>th</sup> year, B&D employs over 60 professionals and has managed or consulted on facilities worth over \$10 billion dollars in completed construction value. Headquartered in Washington, DC, B&D maintains regional offices in Irvine, CA, Charlotte, NC, and Chicago, IL.

## Company Information



### The Brailsford & Dunlavy Mission

“To make our clients the strongest owners possible throughout the project planning process.”

The terms “feasibility study,” “facility planning,” and “program management” have diverse meanings to different players in the sports facility building profession—architects, engineers, general contractors, construction managers, and financial underwriters—each of whom has a unique perspective on the planning and development process. As a result, each of these professionals tends to approach facility planning with an emphasis on his/her own area of expertise, frequently at the expense of the project’s other critical aspects, or even the client’s underlying strategic objectives.

We believe that, above this maelstrom, the ultimate sources of wisdom in any potential building project are the owner and the end-users of the space to be created. Only the owner is vested with the most intimate knowledge of its own values and strategic objectives and, thus, has the right to determine project priorities. Only the users themselves fully understand the performance needs of a facility and the characteristics essential to its success.

In our philosophy, the greatest benefit that a consultant can bring to a facility planning project is to make the owner as strong as possible throughout the feasibility process and to ensure that the user’s needs are translated into reality. These goals are achieved by providing the client with all of the requisite information and technical advice to make decisions efficiently and confidently by incorporating all of the related constituent groups into the decision-making process, and by executing the owner’s agenda with minimal demand on his/her valuable time.

A firm can provide these services only if it is able to bring to bear the highest caliber expertise in market economics, supply and demand analyses, facility programming, operating projections, financial analyses, design, and construction. However, beyond that, the firm also must have the ability to work continuously with the user’s various decision-makers and power centers to forge consensus and maintain a clear vision of the project’s strategic objectives.

That firm is Brailsford & Dunlavy.



## Company Information

### Brailsford & Dunlavey Services

For 17 years, the principals of Brailsford & Dunlavey have provided planning and development services for sports and events complexes and facilities in the public, not-for-profit, and private environments. Our goal is to identify the client's unique facility needs and the potential to maximize the facility's market position versus its competitors by the most cost-effective means of addressing those needs. We achieve this goal through the integrated application of a broad range of planning and project management services, which are described in more detail on the following pages.

Our experience has included work with:

**Market Analysis**

**Facility Programming**

**Financial Analysis**

**Funding Analysis**

**Economic Impact Analysis**

**Site Analysis**

**Architectural Selection**

**Design Management**

**Program Management**

**Management Consulting**

### Market Analysis

B&D conducts detailed analyses of both the demand for services and the conditions in the local community. We analyze needs by conducting demographic analyses, focus groups, and written and online surveys. B&D projects the unique demand characteristics of the client, including the facility program elements most in demand and, where appropriate, the amount of revenue generated by additional programming. This analysis allows facilities to be developed in direct proportion to user demand, while the client is comfortable with the completed project since his/her input helped to identify the allocations of spaces and design character of the facility.

### Programming

B&D incorporates an understanding of each client's strategic objectives and an extensive knowledge of building technology and trends to identify the priority of space allocations most supportable by the market. This process provides each of our clients with a framework for evaluating the unique demand characteristics of his/her own constituency and arriving at a clear consensus on a facility program. In addition, B&D produces all of the information needed to define the client's requirements for a design and construction team.

### Financial Analysis & Strategy Development

B&D develops highly sophisticated financial models incorporating projected revenues, capital costs, operating costs, and financing strategies to determine how to make a project financially self-supporting or profit-generating to the extent required by the client. Our staff has experience implementing a wide variety of financial strategies, including the use of tax-exempt debt alternative financing and ownership structures, tax increment financing, special purpose districts, and sale-leasebacks. Our models test project performance under a variety of configurations and external market conditions.

## Company Information



### **Economic Impact Analysis**

Where appropriate, B&D extends its analysis beyond the benefits of a proposed development to its owner and evaluates its economic benefits to the surrounding community. B&D quantifies direct impacts on the local economy and projects multiplier effects, as well as implicit impacts on public services and tax revenues.

### **Site Analysis**

B&D evaluates site alternatives with regard to their market responsiveness, impact on the facility program, political acceptability, cost implications, traffic impacts, and other criteria in order to recommend the optimal project location and orientation.

### **Architectural Selection**

Through an RFP or sole-source negotiation process, B&D can help the client select a design team with the necessary experience, design skill, and commitment to service to translate our client's vision into working drawings. B&D writes project-specific RFPs, pre-qualifies candidate firms, assembles and trains selection committees composed of client decision-makers, evaluates and summarizes proposals, and negotiates contracts.

### **Design Management**

B&D's extensive experience planning sports and events facilities equips us to act as the coordinator of design activities. In addition to administering the design contract and insuring adherence to budget and schedule, B&D acts as the critical "second set of eyes" to insure the high level of aesthetic quality, functionality, constructability, and serviceability desired by our clients. Our "value management" philosophy dictates that value engineering, rather than being an after-the-fact cost-saving device, is an ongoing process of monitoring estimates and evaluating the benefits derived from each investment so that costs never run far over budget before being corrected.

### **Management Consulting**

B&D's experience with sports facility operations throughout the United States provides us with a national perspective on management structures, staffing strategies, and operational costs. B&D develops management plans and operating budgets for the efficient future operation of sports facilities.

### **Program Management**

Whether the owner's interests are best served by a general contractor, construction manager, or design-build entity, B&D acts as a conduit for our client's control of the construction process. B&D selects construction entities through competitive bids, RFPs, or sole-source negotiations, coordinates pre-construction planning, and oversees the on-site activities of the construction entity to insure adherence to the client's standards for project quality, cost, and schedule.



## Company Information

**Name of Firm:**

Brailsford & Dunlavey

**Type of Firm:**

Corporation

**Corporate Headquarters:**

1140 Connecticut Avenue, NW  
Suite 400  
Washington, DC 20036

**Telephone:**

(202) 289-4455

**Fax:**

(202) 289-6461

**Website:**

[www.facilityplanners.com](http://www.facilityplanners.com)

**Contact:**

William D. Mykins, RA, LEED AP  
Vice President  
Direct: (202) 266-3439  
[wmykins@facilityplanners.com](mailto:wmykins@facilityplanners.com)

**Number of Employees:**

60

**Year Firm Established:**

1993

**Office Locations:**

Washington, DC  
Chicago, IL  
Charlotte, NC  
Irvine, CA

## Company Information



### About The Goldwater Group LLC

One of the most respected and innovative executives in the sports, entertainment and facility management industry, Bobby Goldwater has had a distinguished career in New York City, Los Angeles and Washington, D.C.

Currently the President of The Goldwater Group LLC, a management and consulting company with offices in Washington and New York, Mr. Goldwater was President and Executive Director of the D.C. Sports and Entertainment Commission with the primary responsibility of leading the District of Columbia's efforts to bring Major League Baseball back to the nation's capital, a project that was successfully completed with the announcement in September 2004 of the relocation of the Montreal Expos, now the Washington Nationals. Prior to coming to Washington, Mr. Goldwater established a record of achievement at the two most prestigious addresses in the business. He served 24 years at Madison Square Garden in New York City in a number of executive positions before leaving in 1998 for STAPLES Center in Los Angeles, first as Senior Vice President and General Manager and later as Senior Vice President, New Business.

Mr. Goldwater's unparalleled combination of industry experience started at the Garden where he had management responsibilities with the NBA Knicks, NHL Rangers, MSG Entertainment, MSG Facilities and virtually every type of event and every facet of the world's most famous arena's sports, entertainment, facility management and communications businesses. Mr. Goldwater's many accomplishments include:

- Overseeing the \$240 million, 30-month Madison Square Garden renovation that was completed in 1991;
- Participation in the \$1.1 billion sale of the company to ITT and Cablevision in 1994;
- Numerous innovations in the marketing, promotion and presentation of sports, entertainment and special events, which were adopted by other professional teams and facilities;
- Supervision of diverse operations for three Democratic National Conventions and the 1994 NHL and 1998 NBA All-Star Games; and
- Coordination of marketing campaigns for national family shows playing Long Island, New Jersey and New York arenas.

In Los Angeles, Mr. Goldwater was one of the key executives in creating the vision for and opening the \$400 million, state-of-the-art STAPLES Center. He had a leading role in bringing to the renowned arena such events as:

- The Grammy Awards
- The 2000 Democratic National Convention
- Inaugural season concerts by Bruce Springsteen & the E Street Band, the Eagles and Ricky Martin
- The U.S. Figure Skating Championships
- NHL All-Star Weekend
- PAC-10 Men's Basketball Tournament



## Company Information

He also handled the unprecedented scheduling of four major league teams in one arena in a single season with the Los Angeles Lakers and Clippers of the NBA, the NHL Kings and the AFL Avengers. In the 15 months leading to the opening of STAPLES Center, Mr. Goldwater undertook and completed an impressive array of projects. He participated in designing the new arena and its services, was responsible for the hiring of the facility's staff and contributed to the development and execution of the arena's precedent-setting Founding Partner sponsorships and luxury suites sales. He also oversaw the creation and implementation of the arena's human resources and employee training programs, communications and media, community relations, marketing, booking, food service and restaurants, merchandising, parking, security, technology services, and operations. He later led the company's expansion into new business ventures including the management contract of the Kodak Theater in Hollywood, the home of the Academy Awards. Among his other accomplishments were business development roles during the company's acquisition of the Los Angeles Galaxy Major League Soccer team and with the Kings during the NHL team's final season at the Great Western Forum.

In November 2000, Mr. Goldwater accepted the position as the chief executive of the Sports and Entertainment Commission, a quasi-independent agency of the District of Columbia government. In addition to leading the District's baseball effort, his responsibilities included the management of Robert F. Kennedy Memorial Stadium and the D.C. Armory. He initiated and directed a multi-million dollar physical and operational rejuvenation of the Commission's facilities. During his three years with the Commission, Mr. Goldwater was the originator of the concept of the acclaimed "United We Stand" benefit concert at RFK Stadium following the tragedies of September 11, 2001, and brought many major events to the District including the Cadillac Grand Prix of Washington, D.C., the 2002 Major League Soccer All-Star Game, and the 2003 FIFA Women's World Cup soccer tournament. He also worked on multiple projects on behalf of the District including the Anacostia Waterfront Initiative, other city economic development programs and numerous activities benefiting young people.

Now as the principal of The Goldwater Group, Mr. Goldwater uses his wide range of experience to provide consulting and management services to sports and entertainment industry clients throughout the United States and abroad including facility management, business and strategic development, event production, sponsorships, marketing, communications and public relations.

Mr. Goldwater has been active in professional associations and community service organizations throughout his career. Among his current affiliations is his long-standing membership in the International Association of Assembly Managers (IAAM). He is an adjunct professor at Georgetown University's Sports Industry Management master's program where he received the Dean's Service and Teaching Award in 2009. In 2008, he was honored by the Event and Arena Marketing Conference with the prestigious GIGI Award of Excellence in recognition of his significant contributions to professionalize and educate event marketers in the live entertainment industry. He also serves on the board of directors of the Super Leaders, a leadership and mentoring program for at-risk students in Washington.

Mr. Goldwater graduated from Miami University in Ohio with a degree in American Studies.

## Company Information





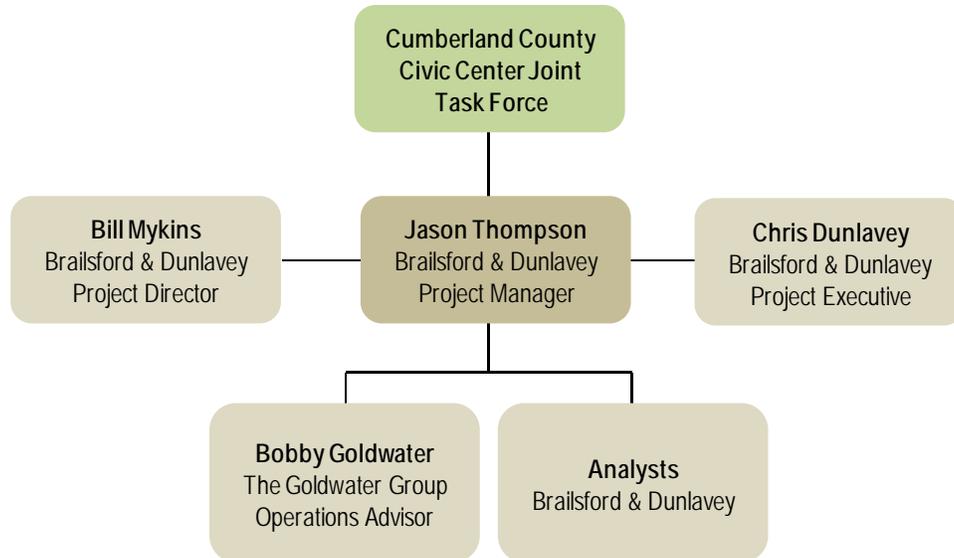
## Project Team

### Project Team

The Brailsford & Dunlavey staff has been strategically built with professionals with appropriately diverse backgrounds in marketing, urban planning, economics, finance, real estate, management, architecture, construction, and engineering. Over the course of our professional experiences we have continued to advance our analysis methodologies into the most highly refined ones in the industry. Above all, our commitment to advancing the strategic goals of our clients has earned the respect of agencies, public entities, and private developers, many of whom have continued to retain our services.

To respond to this opportunity, Brailsford & Dunlavey has teamed with the Goldwater Group LLC to provide the Cumberland County Civic Center Joint Task Force with the most efficient, effective, and comprehensive services. B&D will serve as the prime proposer and direct contact for the client group and will collaboratively work with The Goldwater Group LLC throughout the assignment. The proposed team has a long and successful history of working together on similar projects and will bring the same results to this study. Included on the following pages is a team organization chart, a summary of each team member and their respective responsibilities, and individual résumés.

## Project Team



### Brailsford & Dunlavy

B&D will manage all work completed by the team and will be the interface for the client group. B&D's responsibilities will also include all market research, financial and economic analyses, operating strategy development, and case study production. **Chris Dunlavey**, B&D's president, will serve as the **project executive** and provide strategic guidance and **Bill Mykins**, B&D's vice president, will serve as the **project director**. **Jason Thompson** will manage all day-to-day activities as the **project manager** and the entire team will be supported by B&D analysts and resources as needed.

### The Goldwater Group LLC

The Goldwater Group, led by **Bobby Goldwater**, will serve as a facility operations advisor. While primarily responsible for serving as a conduit to the touring event market leaders, identifying potential management options, and evaluating outsourcing opportunities, The Goldwater Group will also advise on and critically review the identification of potential content providers, operating projections, and operating costs.



## Project Team

### Christopher S. Dunlavey, AIA, LEED AP

President

#### Professional Background

In 2005, Mr. Dunlavey was named by *Street & Smith's Sports Business Journal* as one of the the "Forty under 40" and among the most innovative and influential executives in the sports business industry. Mr. Dunlavey has co-directed the development of the firm's practice since its founding in 1993. He has an unparalleled background in providing consulting services to sports & public assembly facility clients over the last 18 years, including feasibility consulting, negotiation of leases and development agreements, franchise valuation, arena & stadium design and construction consulting, and comprehensive program management. Mr. Dunlavey has provided consulting services to a broad range of clients, from governmental authorities to professional sports franchises, and on a wide range of project types, including arenas, multi-purpose facilities, ballparks, and stadiums.

#### Education

- M.B.A., Real Estate Development, The George Washington University
- B.A., Architecture, Columbia College of Columbia University

#### Memberships/Affiliations/Awards

- *Street & Smith's Sports Business Journal* Forty Under 40 Award, 2005
- Registered Architect, Washington DC
- American Institute of Architects (AIA)
- Urban Land Institute (ULI)
- International Association of Assembly Managers (IAAM)

#### Lectures/Publications

- Athletic Business Annual Conference speaker
- 2003 BURA "If You Build It, Will They Come?" Conference -- "Lessons Learned from the U.S. Stadium Boom of the '90s"
- 2003 IEDC "If You Build It, Will They Come?" Conference -- "If You Build It . . . Determining What 'It' Is"
- 2002 IEDC "If You Build It, Will They Come?" Conference -- "Avoiding Obsolescence"
- 2001 IEDC Downtown Development Conference -- "Downtown Sports & Assembly: Myths & Realities"
- 2001 ALSD Facility Revenues Forum -- "The Shape of Things to Come"
- 2001 ADVIS Symposium -- "Process Management: Effective Oversight of Design and Construction Projects"
- 2001 CUED "If You Build It, Will They Come?" Conference -- "Critiquing the Deal"

#### Recent Experience

Served as project executive for development consulting and program management assignments totaling over \$3 billion in project costs.

## Project Team



- **Baltimore Ravens** - Tenant Project Management
- **Cincinnati Reds** - Ballpark Development Consulting and Program Management
- **Cleveland Browns NFL Stadium** - Development Consulting and Program Management
- **Paul Brown Stadium** - Development Consulting and Program Management
- **San Diego Super Bowl Host Committee** - Stadium Site Evaluation and Financing Plan
- **San Francisco, CA** - Stadium (49er's) Market Analysis, Feasibility Analysis and Lease Negotiations
- **University of Minnesota** - Stadium (joint use w/Vikings) Development Consulting
- **University of Southern California** - Stadium Feasibility Analysis, Financial Analysis and Business Plan
- **Nationals Park** - Program Management for Nationals Park
- **RFK Memorial Stadium** – Renovation Program Management
- **District of Columbia** - MLB Proposal and Negotiations to relocate Montreal Expos to DC
- **District of Columbia** - Ballpark Site Selection and Financing Plan
- **Hampton Roads Partnership** – MLB Ballpark Market Analysis
- **Norfolk, VA** - NBA Franchise Financial Analysis and Relocation Program Management
- **Sports Authority of Hampton Roads** – NHL Arena Feasibility Analysis
- **Seattle, WA** - NBA Arena Feasibility Study
- **Chesapeake Region 2012 Coalition** - Olympic Bid Document, Project Executive
- **Nashville Sounds AAA Ballpark** - Program Management
- **Yonkers, NY Ballpark** - Ballpark District Master Plan, Financing Plan and Program Management
- **Toledo Mudhens AAA Ballpark** - Development Consulting and Program Management
- **Eastlake, Ohio Class A Ballpark** - Development Consulting and Program Management
- **Hartford, CT Northern League Ballpark** - Program Management
- **Omaha, NE** - AAA Ballpark District Development Plan, Market Analysis, Financial Planning, and Building Program
- **Anderson County, SC** – Double A Ballpark District Development and Financing Plan
- **Holyoke, MA** – Double A Ballpark District Development and Financing Plan
- **Detroit, MI** – Double A Ballpark Market Analysis
- **Springfield, MO** – Double A Ballpark Feasibility Study
- **Evansville, IN** – Single A Ballpark District Development and Financing Plan
- **Tallahassee, FL** – Single A Ballpark District Development and Financing Plan
- **Hagerstown, MD** – Single A Ballpark District Development and Financing Plan
- **Harrisonburg, VA / James Madison University** – Single A Ballpark Feasibility Study
- **Prince William County, VA** – Single A Ballpark Market Analysis, Lease Negotiation Support, Financing Plan
- **Warren County Sports Authority, KY** – Single A Ballpark District Development and Financing Plan
- **Virginia Atlantic, LLC** – Atlantic League Ballpark Feasibility Study
- **Middlesex County, NJ** - Atlantic League Ballpark Feasibility Study
- **Butler County, PA** – Independent League Ballpark Renovation Study and Market Analysis
- **Monadnock Economic Development Corporation, NH** – Amateur College Ballpark Feasibility Study



## Project Team

- **Woodstock, VA** – Amateur College Ballpark Programming and Cost Study
- **St. Croix, VI** – New Ballpark Programming and Operations
- **Prince George's County Sports and Learning Complex** - Program Management
- **St. Catherine's School Athletic Complex** - Program Management
- **St. Christopher's School Athletic Complex** - Program Management
- **Baldwin School Athletic Complex** - Program Management
- **University of Rhode Island Basketball Arena** – Feasibility Study and Program Management
- **Richmond Coliseum** - Feasibility Study
- **Seattle Center** - Market Analysis
- **Everett, WA** - Arena Feasibility Study
- **Richmond, VA** - Area Feasibility Analysis
- **University of Miami** - Arena Business Plan and Design Review
- **University of Toledo** - Arena Feasibility Analysis
- **University of Virginia** - Arena / Special Events Center Feasibility Analysis and Business Plan
- **Conway, SC** - Professional Civic Center / Arena Market Analysis & Feasibility Analysis
- **Cumberland County Civic Center Authority** - Professional Arena Feasibility Analysis
- **Kent, WA** – Events Center / Professional Arena Feasibility Study and Economic Impact Analysis
- **Montgomery County, MD** - Professional Arena Feasibility Study, Economic Impact Analysis, RFP Management, and Project Budgeting
- **Middlesex County Improvement Authority** - Professional Arena Feasibility Analysis
- **Toledo, OH** - Professional Toledo Arena Funding Application Analysis
- **Portland, ME** - Professional Arena Feasibility Analysis and Financing Plan
- **Richmond, VA** - Professional Coliseum Market Analysis
- **California University of Pennsylvania** - Arena Market Analysis and Business Plan
- **Central Washington University** – Sports & Event Center Strategic Plan
- **Drexel University** - Arena Programming and Project Budgeting
- **Indiana University of Pennsylvania** – Arena / Conference Market Study, Business Plan, and Economic Impact Analysis
- **University of Arizona** - Athletic Facilities (Arena) Market Analysis and Financial Analysis
- **University of Missouri-Kansas City** – Arena Feasibility Study & Market Analysis
- **University of New Mexico** – Arena and Stadium Premium Seating Market Analysis
- **University of Arizona** – Arena and Stadium Premium Seating Market Analysis
- **University of Southern California** – L.A. Memorial Coliseum and Galen Center Business Plan
- **Auburn University** – Football Stadium Expansion Market Study
- **James Madison University** – Stadium Premium Seating Market Analysis and Building Program
- **Hood College** – Arena Building Program
- **All American Football League** – Independent Financial Opinion and Operations Analysis

## Project Team



### **William D. Mykins, RA, LEED AP**

Vice President

#### **Professional Background**

At B&D, Mr. Mykins serves as a project executive. His project portfolio includes various complex, fast-track projects with multiple delivery systems, including arenas, MLB ballparks, NFL stadiums, and collegiate athletic and recreation facilities. He has over 20 years of experience in providing professional services to sports & public assembly facility clients, including feasibility consulting, negotiation of agreements, risk management, construction management, planning & design, and comprehensive program management. Mr. Mykins brings a unique insight to projects due to his diverse background as an architect, builder and owner's representative.

#### **Education**

- B.A., Architecture, Kansas State University

#### **Memberships/Affiliations**

- Registered Architect, Missouri
- LEED (Leadership in Energy and Environmental Design) Accredited Professional

#### **Lectures/Publications**

- 2007 Green California Schools Summit & Exposition – "Green Sports: Can Athletic Fields Reflect Sustainable Design?"
- 2007 / 2006 Johns Hopkins University, Carey School of Business, Real Estate Construction – "Construction Sequencing, the Building of the Washington Nationals Ballpark"

#### **Relevant Experience**

- **District of Columbia** - MLB Ballpark (**Washington Nationals**) **Program Management**
- **Montgomery County, MD** - Professional Arena Feasibility Study, Economic Impact Analysis, RFP Management, and Project Budgeting
- **University of Arizona** - Athletic Facilities (Arena & Football Stadium) Market Analysis and Financial Analysis
- **Boston University** - Arena & Recreation Center Construction Management\*
- **Maryland Stadium Authority** - NFL Stadium (Baltimore Ravens) Construction Management \*
- **Maryland Stadium Authority** - Professional Ballpark (Hagerstown Suns) Preconstruction Management \*
- **National Aquarium in Baltimore** - Exhibit Construction Management \*
- **Pittsburgh Pirates** - MLB Ballpark Design-Build Construction \*
- **New England Patriots** - NFL Stadium Design-Build Construction \*
- **Turner Sports** - NBA / NHL Arena Program Management\*



## Project Team

- **Birmingham, England** - Arena Design \*
- **Denver, CO** - MLB Ballpark (Colorado Rockies) Design \*
- **Des Moines, IA** - MILB Ballpark (Iowa Cubs) Design \*
- **Homestead, FL** - Spring Training Facility Design \*
- **Illinois Sports Facilities Authority** - MLB Ballpark (Chicago White Sox) Design \*
- **Sheffield, England** - Arena Design \*
- **World University Games** (Buffalo, NY) - Stadium & Events Design \*
- **United Center** – NBA / NHL Arena Design \*

(\*denotes work done with previous employer)

## Project Team



### Jason R. Thompson

Senior Project Manager

#### Professional Background

Mr. Thompson's professional training and experience are concentrated in urban and regional planning, public financing mechanisms, public-private partnerships, and project implementation. At Brailsford & Dunlavey, Mr. Thompson has utilized his understanding of public-private partnerships and modern planning principles to assist in the cooperative planning and implementation of sports complexes, sports facilities, multipurpose event centers, and entertainment districts for development authorities, municipalities, colleges, and private developers. As an adjunct faculty member at The George Washington University, Mr. Thompson also teaches two graduate level sports and events facility development classes in the School of Business.

#### Education

- M.A., City and Regional Planning, Cornell University
- B.A., History and Business, University of Detroit Mercy
- Adjunct Faculty Member, The George Washington University School of Business

#### Lectures/Publications

- 2000 Thesis: "The Development, Process, and Application of Tax Increment Financing and its Potential as a Redevelopment Tool"
- 2003 IEDC "If You Build It, Will They Come?" Conference -- "The Top Five Minor League Baseball Parks"
- 2002 IEDC "If You Build It, Will They Come?" Conference -- "Show Me the Money!"
- 2002 ALSD Facility Revenues Forum
- 2002 "Urban Land" Article -- "Stadium Makeovers"

#### Memberships/Affiliations

- International Economic Development Council (IEDC)
- National Trust for Historic Preservation
- Society for American Baseball Research (SABR)
- Association of Luxury Suite Directors (ALSD)

#### Relevant Sports and Events Center Experience

- **Cumberland County Civic Center Authority** - Professional Arena Feasibility Analysis
- **Kent, WA** – Events Center / Professional Arena Feasibility Study and Economic Impact Analysis
- **Mantas Group** – Sports and Entertainment Center Financial and Operating Analysis
- **Montgomery County, MD** - Professional Arena Feasibility Study, Economic Impact Analysis, RFP Management, and Project Budgeting
- **Middlesex County Improvement Authority** - Professional Arena Feasibility Analysis



## Project Team

- **Seattle, WA** - NBA Arena Feasibility Study
- **Norfolk, VA** - NBA Franchise Financial Analysis and Relocation Program Management
- **Toledo, OH** - Professional Toledo Arena Funding Application Analysis
- **Portland, ME** - Professional Arena Feasibility Analysis and Financing Plan
- **Richmond, VA** - Professional Coliseum Market Analysis
- **Seattle Center** - Professional Arena Market Analysis
- **University of Missouri-Kansas City** – Athletics Facilities Master Plan
- **Central Washington University** – Athletics and Recreation Facilities Master Plan
- **University of Arizona** – Athletics Master Plan, Arena and Stadium Premium Seating Market and Financial Analysis
- **University of New Mexico** – Athletics Master Plan, Arena and Stadium Premium Seating Market and Financial Analysis
- **University of Southern California** – L.A. Memorial Coliseum and Galen Center Business Plan, Redevelopment Program
- **California University of Pennsylvania** - Arena Market Analysis and Business Plan
- **Central Washington University** – Sports & Event Center Strategic Plan
- **Drexel University** - Arena Programming and Project Budgeting
- **Indiana University of Pennsylvania** – Arena / Conference Market Study, Business Plan, and Economic Impact Analysis
- **University of Missouri-Kansas City** – Arena Feasibility Study & Market Analysis
- **University of Toledo** -- Arena Feasibility Analysis
- **University of Virginia** - Arena / Special Events Center Feasibility Analysis and Business Plan
- **Conway, SC** - Professional Civic Center / Arena Market Analysis & Feasibility Analysis
- **University of Missouri – Kansas City** – New Soccer Stadium Program Management
- **Woodstock, VA** – Community Athletics Complex and Field House Programming and Budgeting
- **St. Croix, VI** – Baseball and Softball Athletics Complex Master Plan
- **Hood College** – Athletics and Recreation Facilities Master Plan
- **Bucknell University** – Baseball and Softball Park Design Advisor
- **DC Sports and Entertainment Commission / Washington Baseball Club / D.C. Deputy Mayor’s Office for Planning and Economic Development** – D.C. Major League Baseball Park Site Evaluation, Financial Planning, and Design Programming
- **D.C. Deputy Mayor’s Office for Planning and Economic Development** – MLB Relocation and Ballpark District Program Manager
- **DC Sports and Entertainment Commission** – RFK Renovation Program Management
- **DC Sports and Entertainment Commission** – New Nationals Ballpark Design and Construction Program Management
- **Nashville Sounds** – AAA Ballpark District Development Plan, Market Analysis, Financial Planning, and Program Management
- **Yonkers, NY** – Atlantic League Ballpark District Master Plan, Financing Plan, and Program Management

## Project Team



- **All American Football League** – Independent Financial Opinion and Operations Analysis
- **James Madison University** – Stadium Premium Seating Market Analysis and Building Program
- **Minneapolis, MN / University of Minnesota** – Football Stadium Market Analysis and Financing Plan
- **San Diego, CA** – Football Stadium Market Analysis and Financing Plan
- **University of Southern California** – Lease Negotiation Representation
- **Hampton Roads Partnership, VA** – MLB Corporate Market Analysis
- **Omaha, NE** - AAA Ballpark District Development Plan, Market Analysis, Financial Planning, and Building Program
- **Anderson County, SC** – Double A Ballpark District Development and Financing Plan
- **Holyoke, MA** – Double A Ballpark District Development and Financing Plan
- **Detroit, MI** – Double A Ballpark Market Analysis
- **Springfield, MO** – Double A Ballpark Feasibility Study
- **Evansville, IN** – Single A Ballpark District Development and Financing Plan
- **Tallahassee, FL** – Single A Ballpark District Development and Financing Plan
- **Hagerstown, MD** – Single A Ballpark District Development and Financing Plan
- **Harrisonburg, VA / James Madison University** – Single A Ballpark Feasibility Study
- **Prince William County, VA** – Single A Ballpark Market Analysis, Lease Negotiation Support, Financing Plan
- **Warren County Sports Authority, KY** – Single A Ballpark District Development and Financing Plan
- **Virginia Atlantic, LLC** – Atlantic League Ballpark Feasibility Study
- **Middlesex County, NJ** -- Atlantic League Ballpark Feasibility Study
- **Butler County, PA** – Independent League Ballpark Renovation Study and Market Analysis
- **Monadnock Economic Development Corporation, NH** – Amateur College Ballpark Feasibility Study



## Project Team

### **Robert D. Goldwater**

Project Advisor

### **Professional Background**

Mr. Goldwater is one of the most respected and innovative leaders in the sports, entertainment and facility management industry with an unparalleled combination of executive experience and outstanding achievement.

### **Education**

- Miami University, Oxford, OH, B.A., American Studies

### **Memberships/Affiliations / Recognitions**

- International Association of Assembly Managers (IAAM)
- Super Leaders Youth Leadership and Mentoring Program, Board of Directors
- Georgetown University, Adjunct Professor, Sports Industry Management Program
- Georgetown University Dean's Service and Teaching Award, 2009.
- GIGI Award of Excellence, Event and Arena Marketing Conference, 2008. For significant contributions to professionalize and educate event marketers within the live entertainment industry.
- Golden Matrix Award, Information Display and Entertainment Association. For producing first-place video in the Special Subjects category for major league sports arenas and stadiums ("100 Hours in the Life of Madison Square Garden").

### **Experience**

#### **THE GOLDWATER GROUP LLC**

**Bethesda, MD**

#### **President**

- Provided services to the successful campaign to return Major League Baseball to Washington, D.C. with the relocation of the Montreal Expos.
- Provide consulting services to sports and entertainment industry clients including business and strategic development, facility management, marketing, communications/media, sponsorships, and event production.

#### **STAPLES CENTER**

**Los Angeles, CA**

**L.A. Arena Company**

#### **Senior Vice President, New Business**

- Named by owner to start new business division to own, create, develop and produce event programming and content and new venues to maximize the resources of the company and generate new net revenue.

## Project Team



- Identified, developed and/or negotiated new business opportunities including the PAC-10 Men's Basketball Tournament, Oscar De La Hoya-Shane Mosley world welterweight title fight, 2002 National Hockey League All-Star Game and live concert tours.
- Led the company's successful presentation and negotiations to manage the Kodak Theater (Hollywood, CA), the home of the Academy Awards.

### **Senior Vice President and General Manager**

- Responsible for day-to-day management of all aspects of the development and operation of the new \$400 million arena.
- Held key executive role in designing the new building and its services.
- Oversaw the creation and implementation of marketing, communications and media, branding, event services, community relations, human resources hiring and training programs, food service and restaurants, merchandising, security, technology services, box office, and operations.
- Hired most of the facility's key management team and over 100 staff.
- Contributed to the development, presentation and execution of Founding Partner sponsor agreements, luxury suites/premium seat sales and contracts resulting in guaranteed annual revenue in excess of \$30 million.
- Handled arena's first-year event booking including the unprecedented scheduling of four major league teams: Lakers and Clippers (NBA), Kings (NHL) and Avengers (AFL); Inaugural Gala; Grand Opening Concert with Bruce Springsteen & the E Street Band; Millennium Eve Concert featuring The Eagles; 2000 Grammy Awards and Democratic National Convention; and U.S. Figure Skating Championships.
- Added business development roles during company's acquisition of MLS Galaxy and with NHL Kings during team's final season at The Forum.

### **MADISON SQUARE GARDEN**

**New York, NY**

#### **Vice President and Producer, Facilities Presentation**

- Created first facility presentation department in an NBA/NHL arena, innovating guest services programs, video, lighting, special effects, music, production and promotions for games/events generating hundreds of thousands of dollars annually in revenue and expanded sponsorship packages and an enhanced entertainment environment for fans.
- Supervised key operations for 1992 Democratic National Convention, 1994 NHL and 1998 NBA All-Star Games, and 1997 Grammy Awards.
- Responsible for significant revenue increases and cost reductions through the creation of new programs for food and merchandise, facility operations, marketing and promotion, employee recognition, Garden Guided Tours and theatrical events at The Theater at Madison Square Garden.
- Participated in the \$1.1 billion sale of Madison Square Garden to ITT/Cablevision in 1994.



## Project Team

### **Vice President, Communications**

#### **MSG Facilities Development & Management Group**

- Managed and implemented communications, marketing and operations programs for security, guest services, food, merchandising, event presentation and sports and entertainment events.
- Member of supervisory team for the \$240 million Madison Square Garden Renovation of its arena, theater and exhibition hall, including serving as the executive on the design, purchase and installation of major projects.
- Identified and developed business and consulting opportunities in facility and event management in the United States and Europe.

### **Vice President, Marketing**

#### **MSG Sports Group (New York Knicks/New York Rangers)**

#### **MSG Entertainment Group**

- Oversaw development and execution of budgets, sales, campaigns and market research for the Knicks, Rangers, sports/entertainment events and the Garden resulting in attendance, revenue and visibility increases.
- Supervised marketing and communications for all events at the Garden's Arena, Felt Forum and Exposition Rotunda including the Knicks (NBA), Rangers (NHL), Virginia Slims Championships women's and The Masters men's tennis, college/international basketball, figure skating, track and field meets, gymnastics, family shows, and concerts.
- Secured major revenue-generating sponsors and promotional partners.

### **Vice President, Marketing & Communications**

- Promoted to manage the Garden's event and facility marketing including publicity, promotion, advertising and sales. Coordinated the activities and staffs of 11 public relations, advertising and sales departments. Assumed additional responsibility for corporate communications during the company's restructuring.

### **Director, Public Relations**

- Directed and executed publicity, promotion and media services for the Garden's sports and entertainment events, tours and performers.

### **Assistant Director, Public Relations**

#### **Senior Writer, Public Relations**

### **D.C. SPORTS AND ENTERTAINMENT COMMISSION**

#### **Washington, D.C.**

#### **President and Executive Director**

- Recruited by national executive search firm to be the chief executive officer of quasi-independent District of Columbia government agency to expand its mission and activities in sports, entertainment and facility management.

## Project Team



- Led the District's effort to return Major League Baseball to the Nation's Capital. Primary contact for MLB Relocation Committee, national/local stakeholders and media. Supervised strategic planning, presentations, marketing, research/analysis and ballpark site development projects.
- Managed and revitalized the operations and staff of the Commission's city-owned facilities including RFK Stadium and the D.C. Armory.
- Oversaw capital projects to rejuvenate RFK Stadium and developed new event initiatives, totaling an \$11 million investment.
- Initiated increased revenues and instituted improved guest services by engaging industry leaders and revamping such operations as food and beverage concessions, event parking and crowd management.
- Attracted, created and/or produced major sports, entertainment and special events for the District including the nationally televised United We Stand benefit concert for 9/11 relief organizations, 2002 Major League Soccer All-Star Game, WUSA inaugural game featuring the Washington Freedom, international soccer matches including the 2003 FIFA Women's World Cup, professional boxing and the Cadillac Grand Prix of Washington, D.C.
- Collaborated with D.C. United of MLS and its parent company on concepts and a business plan for a new world-class soccer stadium.
- Actively participated on advisory boards and committees for significant citywide programs and economic development projects involving the business community, youth organizations and other agencies.
- Reported to an 11-person Board of Directors (city government appointees).



## Project Experience

### Brailsford & Dunlavey Experience

The following pages include client references and individual project descriptions from a partial list of similar projects completed by Brailsford & Dunlavey. The descriptions have been purposely organized according to their degree of similarity in project type and scope with the Request for Proposals. It is important to note that the B&D studies in each case identified a significant potential outside event market and that most facilities are privately operated to support the event schedule. Several descriptions are included with the purpose of highlighting the following experience-based qualifications:

**Brailsford & Dunlavey has previously completed two distinct analyses for an events center in Portland, has a unique insight into the market, a context for a current economic analysis, and a shared interest in advancing responsible improvements to the Civic Center.**

- In 1999, B&D completed a comprehensive study for a potential new arena.
- In 2001, B&D completed an economic analysis of a proposed renovation to the Cumberland County Civic Center.

**Brailsford & Dunlavey has extensive experience with successful mid-size events centers that operate as active multi-purpose facilities while supporting a hockey tenant.**

- Brailsford & Dunlavey's most recent experience includes events centers in Kent, WA; Everett, WA; Toledo, OH; Montgomery County, MD; and Bridgeport, CT.
- For each facility, B&D accurately identified the potential event market and in each case a private operator was engaged to manage and balance the hockey and robust outside event schedules.

**Brailsford & Dunlavey has extensive experience with mid-size university events centers that operate as active multi-purpose facilities with private operators capitalizing on the outside event market.**

- Brailsford & Dunlavey's most recent experience includes university events centers at the University of Rhode Island, University of Virginia, University of Miami, and Northern Kentucky University. Each facility is maintaining an active event schedule as identified by B&D and was able to attract private operators.
- Disappointed with its events schedule, the University of Southern California engaged B&D to evaluate the Galen Center only one year after its opening. Working with the Goldwater Group LLC, B&D identified a series of marketing opportunities, operating strategies, and basic facility management changes that allowed the University to access the Los Angeles entertainment market.

## Project Experience



### Brailsford & Dunlavey Client References

#### **Montgomery County Arena**

Mr. Gary McGuigan  
Project Executive  
Maryland Stadium Authority  
The Warehouse at Camden Yards  
333 West Camden Street, #500  
Baltimore, MD 21201  
410-333-1560  
gam@mdstad.com

#### **Washington Nationals Park, RFK Stadium Renovations**

(Formerly of the DC Sports and Entertainment Commission)

Mr. Allen Y. Lew  
Executive Director  
Office of Public Education Facilities Modernization  
2400 East Capitol Street, SE  
Washington, DC 20003  
202-698-7762

Mr. Greg O'Dell  
CEO, General Manager  
Walter E. Washington Convention Center  
801 Mount Vernon Place, NW  
Washington, DC 20001  
202-249-3000

#### **The Ryan Center**

Mr. Paul DePace  
Director of Capital Projects  
University of Rhode Island  
Sherman Building  
523 Plains Road  
Kingston, RI 02281  
401-874-2725  
pauld@uri.edu



## Project Experience

### **City of Portland, ME**

#### **Arena Feasibility Analysis and Financing Plan Portland, ME**

In January 1999, Brailsford & Dunlavey, along with subconsultant Ellerbe Becket, was retained by the City of Portland to conduct a feasibility study for a proposed indoor sports arena to be located in downtown Portland, Maine. The greater Portland region had historically represented a mature minor league market, having successfully supported the American Hockey League Portland Pirates for many years; however, the market's existing arena venue, the Cumberland County Civic Center, had suffered in recent years from a decline in event activity as a result of limited capacity, lack of amenities, and deteriorating condition. A new arena facility was proposed by the philanthropic Libra Corporation, which offered to donate both land and capital funding toward the project.

The study was a prototypical demonstration of B&D's commitment to a comprehensive integrated analysis and direct primary research. Event calendar projections were based on interviews with event providers: sports league officials, concert promoters, family and traveling show booking agents, and conferences and trade show organizers. Attendance projections and ticket price sensitivities were based on statistically validated surveys of local residents, and premium-seating revenues were based on interviews with private sector business leaders. The feasibility team performed site analyses of 10 alternative locations and a final detailed focus on two preferred sites. Finally, the study was performed with consideration of a complex array of social issues such as impacts on key social services and affordable housing opportunities in downtown Portland.

B&D's efforts resulted in a fully self-sustaining project financing plan that reinforced the project's feasibility. However, the City was unable to generate sufficient public support to begin construction on the sports arena.

## Project Experience



### **Cumberland County Civic Center Civic Center Renovation Feasibility Study Portland, ME**

In February 2001, Brailsford & Dunlavey was retained by the Cumberland County Civic Center Authority to conduct a feasibility study for a proposed expansion and renovation of the Cumberland County Civic Center in downtown Portland, Maine. Built in 1977, the multipurpose entertainment and sports arena is home to the Portland Pirates minor league hockey franchise and is conveniently located near the Old Port entertainment district. The



study used a detailed market and financial analysis to identify improvements and additions to the building that would improve the arena's market competitiveness, protect the facility from losing events, and create new and modern revenue generators.

Working cooperatively with the architecture firm Heery International, the study typified B&D's integration of market-specific primary and secondary research, detailed operating projections, and architectural design and programming. Based on the findings of the market analysis and B&D's recommendations, Heery International created four appropriate renovation options. Each alternative was subjected to a financial analysis, and it was recommended that the Cumberland County Civic Center proceed with the addition of 2,000 seats, the introduction of premium seating, and a comprehensive renovation of the arena.



## Project Experience

### City of Bridgeport

#### Professional Arena Feasibility Study and Economic Impact Analysis

#### Bridgeport, CT

The City of Bridgeport retained Brailsford & Dunlavy to undertake a feasibility study for a new minor league-level indoor arena. B&D's analysis included detailed market analysis, facility concept development, detailed financial analysis (including modeling of both development costs and operating revenues and expenses), and an economic impact analysis, identifying likely employment and other economic impacts of the development.

The study demonstrated market potential for a varied event calendar, including professional sports such as minor league hockey and arena football, concerts, family entertainment shows, professional meetings and trade shows, and other community events. B&D's market projections defined an architectural program for the facility, including recommended capacities for general seating and premium seating such as suites and club seats. The study also illustrated a financing plan, based on the market analysis and recommended architectural program, showing the degree to which the facility could be financially self-supporting and the amount of public funding that would be required to achieve a feasible project.

Based on B&D's study, the City was able to obtain a grant from the State of Connecticut to supplement local funds for project development, and the arena was constructed per B&D's program recommendations. Even as the facility was being developed, a marketing success was achieved when Bridgeport was awarded the Sound Tigers, the American Hockey League affiliate of the National Hockey League's New York Islanders, as anchor tenant for the arena. The \$58 million facility opened in the fall of 2001 and to date has exceeded B&D's attendance and revenue projections.



## Project Experience



### City of Kent

#### Professional Arena Feasibility Study and Economic Impact Analysis Kent, WA

In May 2006, Brailsford & Dunlavey was engaged by the City of Kent, Washington to perform a market study, financial analysis, and economic benefits analysis for a new downtown events center. With the Western Hockey League's Seattle Thunderbirds serving as an assumed primary tenant, B&D completed a demographics and economic indicator analysis, comparable and competing facility analysis, and a series of corporate telephone interviews. Based upon this market analysis data, B&D developed a comprehensive financial model and evaluated the economic benefits of the project.

It was discovered that the active entertainment market in Seattle was not being effectively supported by a modern events center with an intimate seating capacity between 5,000 and 10,000. Such a facility currently was in high demand by event promoters and fit the facility standards preferred by the Western Hockey League and the Seattle Thunderbirds. B&D recommended a 6,000-seat facility, which was projected to host 110 events per year, generate nearly \$6 million in revenues before debt service and profit sharing with the hockey team, and have a \$20 million annual impact on the local economy.

Near the conclusion of the study, the Seattle SuperSonics announced a proposal to build a new NBA arena in nearby Renton, Washington. To address the new market conditions, B&D completed a series of sensitivity analyses and concluded that the NBA arena would not significantly impact the proposed events center.

The project received approvals from both the state and local governments, and is currently in the design process. The \$67 million facility, now called the ShoWare Center, opened January 3, 2009 and is the first LEED® Silver Events Center.





## Project Experience

### Ohio Cultural Facilities Commission

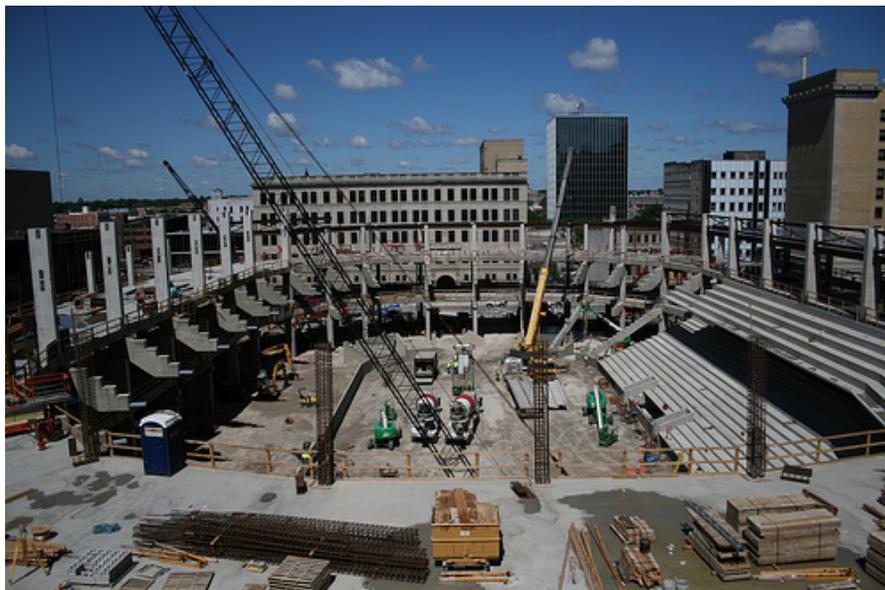
#### Professional Arena Funding Application Analysis

##### Toledo, OH

Brailsford & Dunlavey serves as the Sports Facility consultant to the Ohio Cultural Facilities Commission, the body through which the State of Ohio participates in funding sports facilities at the major league and minor league levels. In this role, B&D has provided comprehensive consulting on the market and financial feasibility, economic impact potential, design, and construction of almost every major league and minor league professional sports facility developed in the state since 1996, representing a total of more than \$1 billion in total development costs. B&D's function is to identify the sources of risk involved in each project, whether they relate to the project's financing, construction budget and schedule, or operating revenues and costs, and develop strategies for the state to mitigate those risks. Ultimately, B&D is responsible for advising the state on the approval of project funding.

In 2008, B&D was retained to review Lucas County's application for state funding for the Toledo Minor League Ice Arena Project, and advised the Commission on the financial feasibility of the project's business plan. B&D's specific responsibilities included reviewing all pertinent project documentation including market and economic feasibility, financing, design, and construction documents in accordance with the state's requirements. B&D approved the level of state funding for the project, with the understanding that several risk factors be mitigated prior to allocation of the funds.

The 8,000-seat, potentially LEED certified multi-purpose arena will open in fall 2009 as the new home of the ECHL's Toledo Walleye and the arenafootball2's Toledo Bullfrogs.



## Project Experience



### City of Everett

#### Professional Arena Feasibility Study and Economic Impact Analysis Everett, WA

In June 2000, Brailsford & Dunlavey, along with sub-consultant Ellerbe Becket, was retained by the City of Everett, Washington to conduct a feasibility study and economic impact analysis for a proposed indoor sports arena / special events center. As a mid-sized city located within the increasingly congested Seattle metropolitan market, Everett had a growing need for accessible, affordable family entertainment to maintain a quality of life for its residents and remain attractive to businesses. A state sales tax rebate program earmarked specifically for the creation of sports, entertainment, and assembly facilities provided the basis for evaluating the funding potential for a 10,000-seat arena facility.



B&D and Ellerbe Becket completed a thorough market, financial and architectural feasibility study. An event calendar was projected based on interviews with sports league officials, concert promoters, booking agents for family shows, and organizers of professional conferences and trade shows. The team evaluated five alternative sites for the facility within the City of Everett and developed a fully self-supporting financing plan.

The city council approved the project based on B&D's feasibility study, and B&D was retained to assist the city in implementing the project. B&D assisted the city in contracting with a design-build contractor to construct the facility and was instrumental in negotiations with a Western Hockey League franchise as anchor tenant. The resulting lease is one of the most favorable to the public entity anywhere in minor league hockey in North America, providing for a fixed base rent of \$700,000 per year, plus participation in the potential upside of revenues beyond certain threshold targets.

The Everett Events Center (now known as Comcast Arena at Everett), a \$71.5 million multipurpose complex, is now the home of the Everett Silvertips of the Western Hockey League.



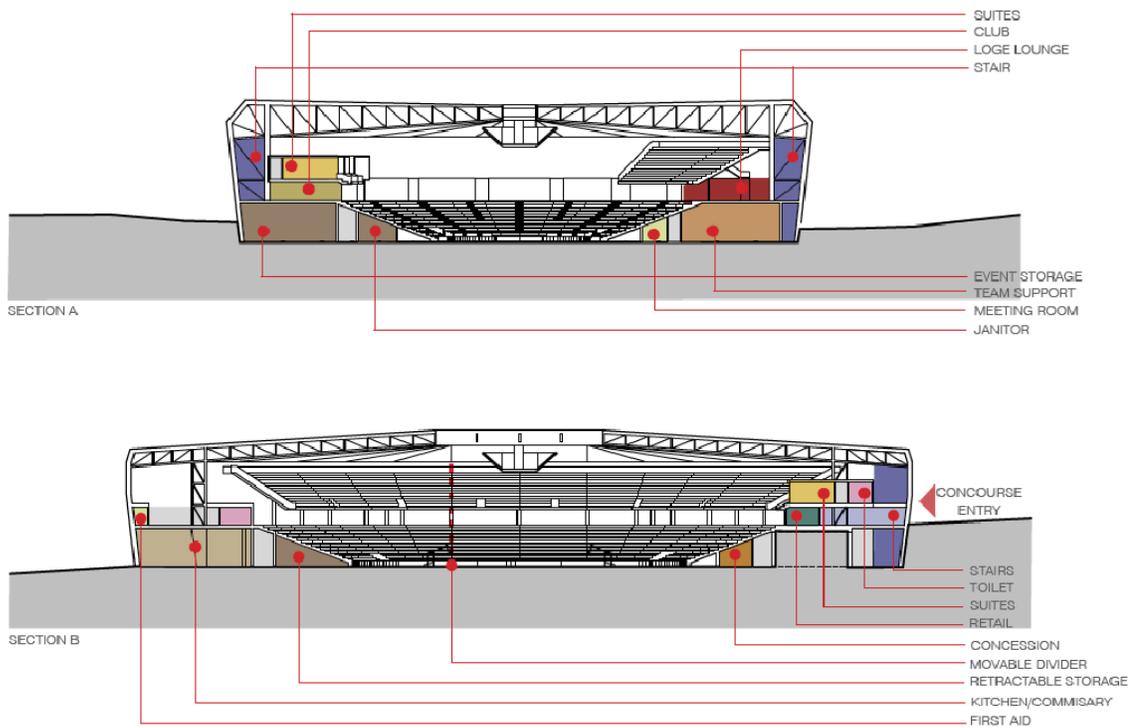
## Project Experience

### Montgomery County and Maryland Stadium Authority

#### Professional Arena Feasibility Study, Economic Impact Analysis, RFP Management, and Program Budgeting Montgomery County, MD

In 2007, Brailsford & Dunlavy was engaged by the Maryland Stadium Authority and Montgomery County Department of Economic Development to conduct a market and feasibility study for a mid-size multipurpose entertainment and sports arena in Montgomery County, MD. Recognizing the economic and market strength of Montgomery County, the Maryland Stadium Authority and county officials charged B&D to assist with the development of a facility concept. The study included an analysis of the socio-economic and demographic trends for the market as well as a comparable and competitive market and financial analysis.

The intentions of the market study were to identify a market responsive building program and evaluate the market potential for a varied event calendar, specifically to include a professional sport anchor tenant. B&D advised on potential tenants and their building requirements, and is prepared to assist in the evaluation of operating lease options. The financial analysis reviewed the effect of various building and seating configurations on the operating budget, the findings of which will assist in the development of a refined building program and operating budget. The project is currently in the design phase with B&D providing project budgeting services.



## Project Experience



### University of Rhode Island

#### Arena and Ice Sheet Feasibility Study, Development Plan and Program Management Kingston, RI

Brailsford & Dunlavy was instrumental in defining, from the initial concept through the startup of operations, a project for one of the first public university sports facilities financed primarily through revenue bonds secured on its own balance sheet. B&D was initially retained by the University of Rhode Island in June 2000 to develop a comprehensive feasibility study for a proposed basketball arena and ice hockey facility. B&D's ultimate recommendation was to develop a separate 8,000-seat basketball arena and 2,500-seat, two-sheet ice facility to maximize the revenue potential achievable from each.



After the state approved funding for the project, B&D, in partnership with Gilbane Building Company, was engaged to provide program management services, including: selection of an architect through a competitive bid process; negotiation of the A/E contract; development of architectural program requirements; management of design and value engineering; bidding multiple construction packages; bidding and managing a design-build contract for the ice facility; developing a detailed business plan for the arena and ice facilities; hiring a facility management company through a competitive bid process; managing construction; and overseeing budget, schedule, and quality.

The arena, designed by HOK Sport, is an innovative revenue-generating facility that hosts a variety of entertainment and cultural events, as well as URI athletics. Other unique design elements include an asymmetrical seating bowl, zoned "back of house" spaces to allow for separation between the preparations for revenue-generating events and the day-to-day athletic training and practice activities, and a flexible event floor with retractable seats to maximize exhibit space and direct truck access to the floor.

The \$64.3 million facility opened in the spring of 2002 and has exceeded revenue expectations consistently since then.



## Project Experience

### University of Virginia

#### Arena / Special Events Center Feasibility Analysis and Business Plan Charlottesville, VA

In September 2001, the University of Virginia commissioned Brailsford & Dunlavey to complete a detailed market and financial analysis for a proposed new arena and special events center on the UVA campus. The school's basketball teams previously played in the nearly 40-year old University Hall. The shortage of dedicated basketball support spaces, the limited amount of practice space, and the lack of modern premium seating combined to put the basketball programs at a competitive disadvantage, particularly with other Atlantic Coast Conference schools.



To address these issues, B&D analyzed comparable facilities, evaluated the regional entertainment market, conducted a comprehensive review of existing facilities in the market area, measured the region's ability to support a larger venue, projected a likely event schedule, and developed a business plan and financial model to measure the financial performance of the new facility. The study was based on primary research and included surveys of the local community, season ticket holders, alumni, regional businesses, concert promoters, and managers of comparable university facilities. The comprehensive market analysis enabled B&D to accurately project support for the facility and identify the areas of Virginia on a county-by-county basis that represented potential markets for season tickets and premium seating leases. A competitive context analysis evaluated the programming and operating strategies of similar arenas and was supplemented by an analysis of the impact of team record, quality of competition, day of game, and television broadcasts on game attendance.

The findings of the market analysis created the basis for a detailed financial model that measured the performance of the financing strategy and the operations of the Department of Athletics and the arena with a 35-year operating pro forma. The analysis resulted in a self-sustaining project financing plan that supports construction and operating costs.

The \$129.8 million, 16,000-seat John Paul Jones Arena opened in 2006. And in 2007, the project received an Architectural Showcase award and a Facility of Merit award from *Athletic Business Magazine*.

## Project Experience



### University of Miami

#### Arena Business Plan and Design Consultants Coral Gables, FL

In early 1997, Brailsford & Dunlavey was retained to develop a business plan for the University of Miami's new arena and convocation facility, the Ryder Center. B&D was responsible for developing a plan to maximize the facility's versatility as an event venue and thus optimize its revenue-generating potential. In addition, B&D was asked to advise the university on the financial implications of the full range of potential operating outcomes, from a successful event calendar with strong attendance to a "doomsday" scenario in which the facility would be unable to secure any event activity other than university athletic events. As a result of this comprehensive study, the university moved forward with the project. Designed by architects Ellerbe Becket and Spillis Candela the facility serves as the home to the University's Big East Conference basketball program and a variety of concerts, family entertainment shows, professional/trade shows, and conferences.



B&D's planning and analysis included detailed market research, including interviews with all relevant sports leagues, concert promoters, family show booking agents, and local conference and convention planners in order to identify a market niche in which the university's arena could realistically compete. In addition to the college basketball market, this niche included serving the smaller concert market and specialized concerts for South Miami's Spanish-speaking population—market components that were not served by other existing venues.

After the university's board of trustees approved the business plan, B&D consulted on the design and construction to insure the conformance of the facility to its business plan, and then assisted the university in the selection of a private management company to implement the business plan. The 200,000 square foot, 7,000-seat BankUnited Center opened in January 2003.



## Project Experience

### Northern Kentucky University

#### Arena / Special Events Center Feasibility Study Highland Heights, KY

In November 1998, Northern Kentucky University engaged Brailsford & Dunlavey to complete a market study for the development of a new special events center. After various approvals and recognition of a strong market, the university re-hired B&D, in association with Ellerbe Becket and Omni Architects, to perform a more detailed feasibility study and financing plan for the project.

The university was going through rapid change as the community was growing faster than most others in the country. Over the previous 10 years, the community had created 51,000 new jobs as per capita personal income rose 73%. The university's athletic program was reviewing options to move to Division I, and a new multi-purpose sports venue was a key component to that plan.

B&D's planning analysis included detailed market research, which incorporated interviews with sports leagues, concert promoters, family show booking agents, and local conference and convention planners in order to identify a market niche in which the university's facility could realistically compete. B&D recommended building a special events center with the capacity to house men's and women's basketball as well as various other events and meetings for the university and community. In addition to college basketball, the niche market included serving the smaller concert market and various conference and trade show activities, which were already proceeding across the river in Cincinnati.

During the feasibility study, B&D's analysis included detailed financing analyses that consisted of analyzing funding sources such as naming gifts and state funds. The study also looked at operational planning, which included building the staffing plans necessary to effectively manage a variety of event scenarios.

The 10,000-seat, \$68 million Bank of Kentucky Center opened in 2008.

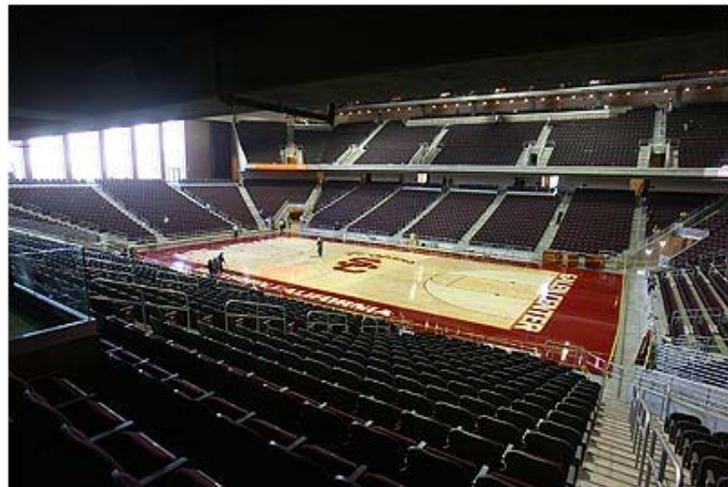


## Project Experience



### **University of Southern California Arena Business Plan Los Angeles, CA**

In February 2007, Brailsford & Dunlavey was selected by the University of Southern California to complete an operating business plan for the Galen Center. The 10,000-seat, on-campus facility opened in 2006 after an aggressive capital campaign raised nearly \$150 million. This planning effort was initiated by the university to study alternative operating strategies for the facility that would work to expand and enhance the benefits of the Galen Center to the university and its athletic department. Included with the business plan were a series of recommendations for refinement of the management strategy, a proposed operating structure, and an analysis of the potential financial performance of the Galen Center.



Through interviews with the entertainment industry, B&D identified an outside event market that would use the building—provided that certain operating efficiencies were introduced. B&D recommended a more aggressive use of the basketball practice facility, which would open up dates in the arena for other events. The expansion

of the event schedule was projected to generate nearly \$250,000 per year in additional net operating income.

Additionally, this analysis was completed as part of a larger plan that addressed the operations of the L.A. Memorial Coliseum. Based upon B&D's financial analysis, the university and the athletic department would benefit from economies of scale and other efficiencies if the operations of both facilities were combined. Furthermore, the use of a private management firm was considered beneficial only in the instance that the operations were combined.



## Project Experience

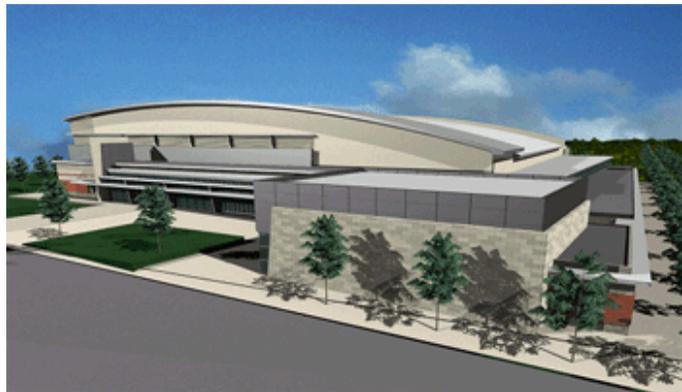
### Indiana University of Pennsylvania

#### Arena / Conference Center Market Study, Business Plan, and Economic Impact Analysis Indiana, PA

In June 2004, Brailsford & Dunlavey was retained by Indiana University of Pennsylvania to complete a market analysis, business plan, and economic impact analysis for the proposed Regional Development Center, a multipurpose facility with public assembly, conferencing, and institution spaces. The study included community outreach efforts; interviews with Indiana businesses, community leaders, university staff and faculty, and government agencies; a comprehensive review of local facilities, arenas, and conference centers; an analysis of the project economics; and quantification of the economic impacts. Ultimately, the study provided the basis for the university president's decisions regarding the seating capacity, building program, and management strategy.

B&D found that while the market could not attract the largest of events, the university—with the proper building—could effectively compete for smaller arena and conference facility events. Key to this marketing niche was programming a modern assembly facility that could efficiently and easily host smaller events without the added expense of reducing a building's seating capacity with curtaining systems and other set-up requirements. For conferencing, a smaller yet technologically advanced, flexible, and classified facility could attract rotating state association events, corporate events, and federal agency meetings. Financial and sensitivity analyses led B&D to recommend a 150,000 square foot facility with arena seating for 5,000.

Later in 2004, the university retained B&D again, this time to conduct an economic impact analysis. The Kovalchick Convention and Athletic Complex, is currently under construction and is expected to open in 2011.



## Project Experience



### City of Norfolk

#### NBA Franchise Analysis and Relocation Program Management Norfolk, VA

In 2001, when the Charlotte Hornets of the National Basketball Association began to entertain publicly the possibility of relocating to another market, their consultants' review of Brailsford & Dunlavey's 2001 Major League Baseball corporate market study and 1994 20,000-seat arena feasibility study—as well as owner George Shinn's familiarity with the market based on the 1995-96 National Hockey League Expansion Franchise Bid—led the team to consider the Hampton Roads region as a possible new home. Since Norfolk Mayor Paul Fraim had led the region's



efforts to pursue an NBA team and had established a positive dialogue with league commissioner David Stern, the City of Norfolk became the lead public entity in discussions with the Hornets.

B&D was engaged as the city's sports facility consultant, responsible for updating the 1995-96 arena financing plan established by state law; analyzing and advising the city on the economics of the NBA and its franchises and comparable arena development and financing techniques; and negotiating development and lease terms with the Hornets. One of B&D's crucial early findings was that, while the arena financing plan developed for the 1995 NHL expansion had required additional financial support from all 15 of the constituent localities of the Hampton Roads region, the updated 2001 plan enabled the City of Norfolk to finance the new arena project without assistance from other local public entities. This was possible because the financing plan hinged on capturing new tax revenues created by the arena—including player and franchise state personal income taxes—while the much higher NBA payrolls of 2001 (relative to the NHL payrolls of 1995) enabled the existing state law to fund a much higher percentage of the total arena project cost.

During this effort, B&D also worked with the Hampton Roads Partnership, a regional organization representing major business and institutional interests, to engage sports and lifestyle marketing and management company IMG as a marketer of the arena's naming rights and major sponsors.

Within three months, the team assembled by B&D developed a complete financing plan and project concept for the arena and obtained a naming rights commitment from a Fortune 500 company at a value 25% higher than the current market rate. Although the Hornets ultimately chose to relocate to New Orleans, B&D is continuing to work with the City of Norfolk to advance the arena plans.



## Scope of Work

### Scope of Work

Brailsford & Dunlavey utilizes expert opinion and detailed primary research to cultivate consensus between developers, community leaders, tenants, and as appropriate, the public at large that leads to effective and efficient decision-making for our clients. We employ our “Value Management” approach to planning, which we have used successfully for numerous clients developing sports and events facilities. The basic premise of Value Management states:

*Every investment in a facility, feature, or element must be evaluated for its ability to produce a market response that contributes to the achievement of the owner’s underlying strategic objectives for the development project.*

It is therefore our task to ensure, firstly, that we have a thorough understanding of your strategic objectives for the project, whether they are related to direct financial return, personal or community identity, quality of life, or other interrelated purposes. We then provide the technical expertise to define the project concept required to achieve those objectives and to measure the market’s ability to support the facilities.

Based upon the information provided in the Request for Proposal, the Team has developed a narrative describing each of the scope exercises and the approach to the study. As detailed in the approach description, we have refined our methodologies and developed a focus on primary research that includes interviews with content providers, stakeholders, and managers of competing facilities. We have also advanced our secondary research to include not just metropolitan statistical area data but drive-time data. The market for arena sports and events facilities is not measured by county boundaries but instead by driving behaviors and tolerances. Please note that the Team is committed to providing the most efficient services and is willing to adjust the scope of work as is appropriate.

## Scope of Work



### I. Project Initiation

- The Team will conduct a kickoff meeting with the Client group to establish the project’s objectives, outline expectations and aspirations for the project, identify key constituents/partners, and verify the scope of work, process, schedule, and communication protocols.
- ***The Team will have thoroughly reviewed all available documentation, distributed a document and data request, and completed initial Market Review and Confirmation exercises before the meeting and be prepared to discuss the project in detail.***
- The Team will complete initial interviews with the Civic Center and Pirates staff and any other stakeholders that could be available during the project initiation visit.
- The Team will conduct a tour of the market area and the Cumberland County Civic Center to initially identify opportunities and constraints.

#### Example Document and Data Request

Item / Description	Status	Comments
1 Any marketing or operating studies previously completed	Requested Date	
2 Floor plans for the CCCC	Requested Date	
3 Detailed operating cost history for the CCCC	Requested Date	
4 Attendance data for the previous two years	Requested Date	
5 Event schedules for the previous two years	Requested Date	
6 Event schedules for the previous two years	Requested Date	
7 Existing promoter / touring show / content provider contact information	Requested Date	
8 Current advertising and sponsorship revenues directly associated with the CCCC	Requested Date	
9 Current advertising and sponsorship revenues directly associated with the CCCC	Requested Date	
10 Current per capita concession and novelty revenues	Requested Date	
11 Benefits schedule associated with employees	Requested Date	
12 Copy of concessionaire service provider contracts, if any	Requested Date	
13 Seating manifest	Requested Date	



## Scope of Work

### II. Primary Market Research

- The Team will conduct personal telephone interviews with agents, promoters, producers, show production personnel, and regional assembly facility managers. *In every case, The Goldwater Group's industry network and relationships will be leveraged such that interviews are conducted with the primary decision makers and senior personnel.*
- Interview guides will be created and approved by the Client group to ensure that all applicable data and opinions are collected.
- While the initiation meetings will inform the selection of interviewees, a list would include senior executives or building managers of companies and facilities that could include the following:
  - Live Nation
  - Feld Entertainment
  - VEE Corporation (Sesame Street Live)
  - IMG (Smucker's Stars on Ice)
  - New England Concerts
  - MASS Concepts
  - TD Garden
  - Comcast Center
  - MassMutual Center
  - Tsongas Arena
  - Worcester Centrum
  - Verizon Wireless Arena
  - Augusta Civic Center
  - Merrill Auditorium
  - Portland Exposition Center
  - Port City Music Hall

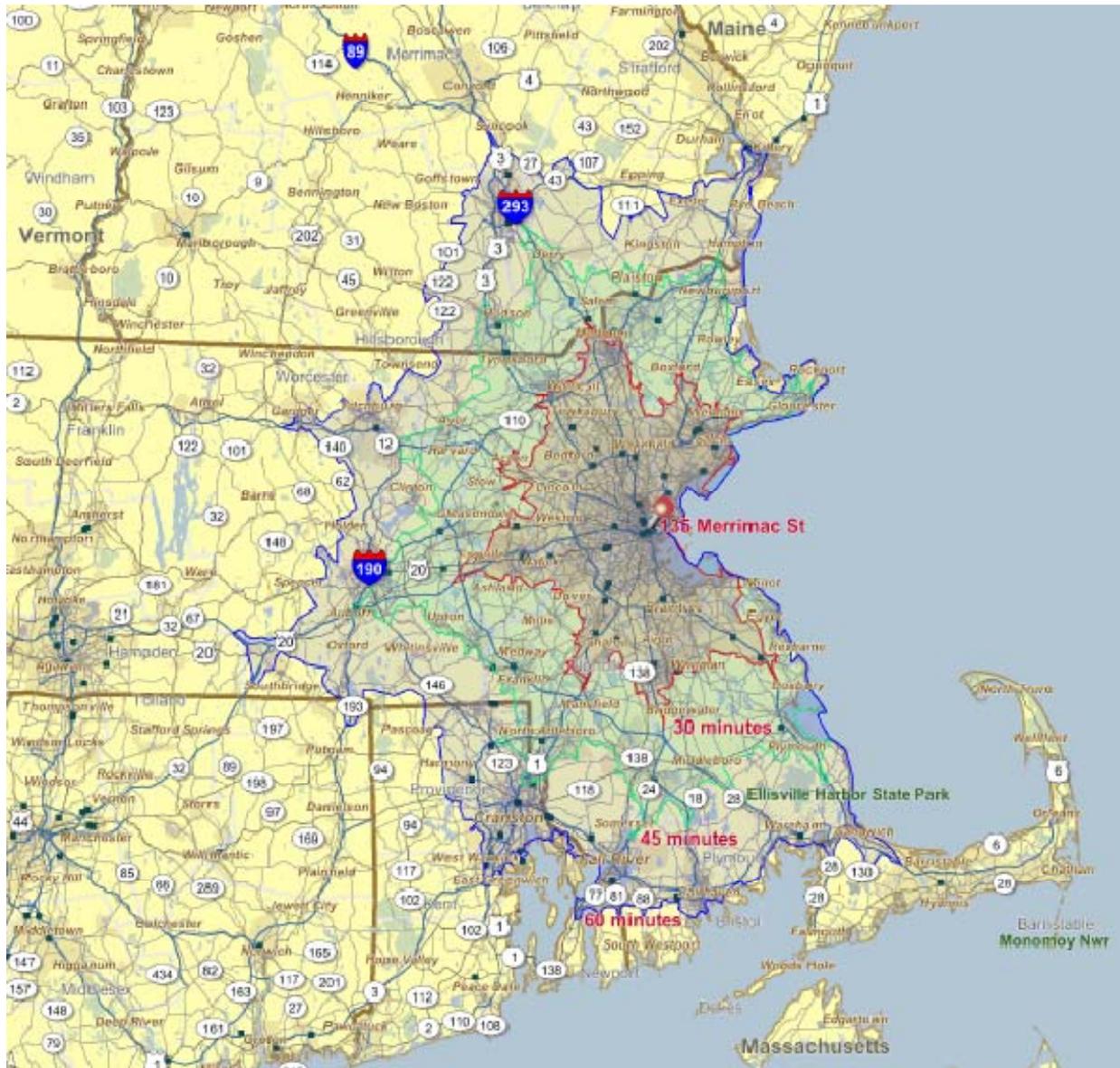
### III. Market Demand Review and Confirmation

- The Team will conduct a comprehensive demographic analysis to evaluate population size, market characteristics, and economic indicators, including patterns of growth and change. This analysis will focus on population characteristics determined to be indicators of patronage at tenant events and entertainment events. *All data will be collected according to three drive time radii from the Cumberland County Civic Center.* This drive time analysis is intended to provide a more detailed and nuanced understanding of the study market, which will serve as the basis for all other research.

# Scope of Work



Example Drive Time Map



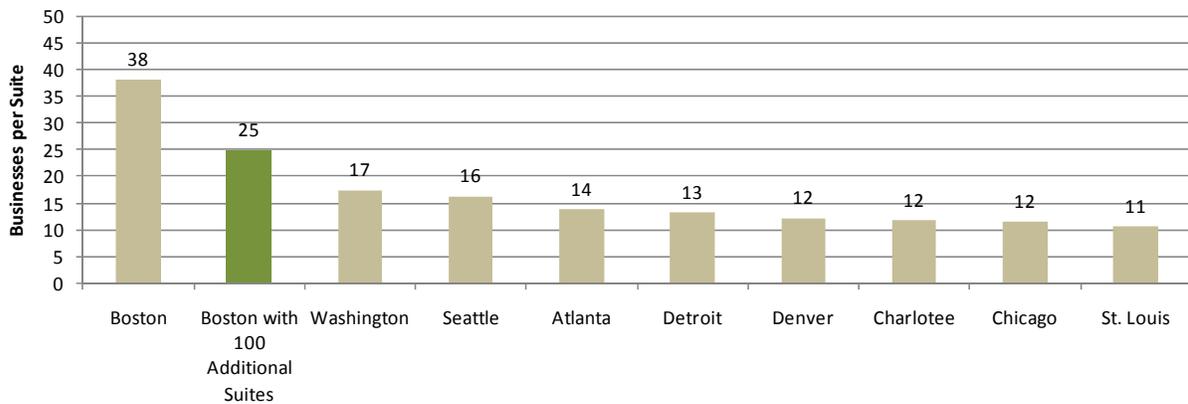


## Scope of Work

- *To confirm the market capacity for any potential or proposed premium seating, the Team will complete a premium seating share analysis using comparable markets as a basis.* The analysis will rely on a businesses per premium seat metric to confirm or refine the premium seating proposals.

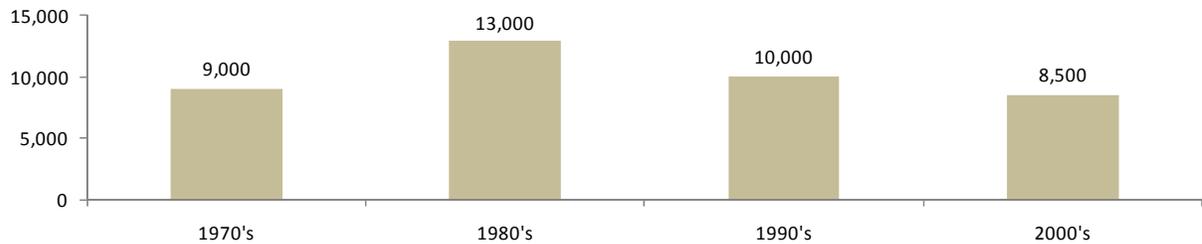
Example Premium Seating Share Analysis

### Luxury Suite Share Analysis: Businesses per Market Suite



- The Team will review the competitive context and use the data to inform the interview process with promoters and building managers. For each regional facility competing for events, the Team will collect schedule information, building program data, seating inventories, and event capabilities to identify potential market niches not being accommodated by the current supply of facilities.
- The Team will summarize the current event trends and document the potential changes that may take place over the next ten years. It is known that the market has experienced a gradual shift to smaller events and smaller preferred seating capacities; to project future potential shifts, the Team will rely on the findings of the interview process and their industry expertise.

### Average Seating Capacities of New Mid-Size Events Center by Decade



## Scope of Work



### IV. Operating Strategy Development

- Based upon the findings of the two market analysis exercises, *the Team will define the features and amenities necessary to maximize the facility's marketability.* Each renovation proposal will be reviewed and evaluated to understand the extent to which each responds to the study findings.
- An event schedule will be created with a series of event-specific assumptions, including attendance, projected concession and novelty per capita sales, ticket surcharge rebates, rental rates, etc.

#### Example Market Projections by Event Type

EVENT TYPE	Events	Average Att	Total Attendance	Concession Per Cap	Novelty Per Cap	Average Rent	Expenses	% Sold by Agency	Avg. Charge	% Rebate
Secondary Sports Tenant	8	4,000	32,000	\$1.60	\$0.00	\$5,000	\$3,500	20%	\$4.50	25%
Concerts / Performances	18	6,000	108,000	\$3.60	\$0.50	\$10,000	\$4,000	65%	\$4.50	25%
Small Concerts / Performances	7	4,500	31,500	\$3.60	\$0.50	\$7,500	\$3,500	65%	\$4.50	25%
Festivals / Cultural	6	3,500	21,000	\$2.50	\$0.00	\$5,000	\$4,000	20%	\$3.00	25%
Family Shows	20	3,500	70,000	\$3.60	\$0.50	\$7,500	\$4,000	65%	\$4.50	25%
Tradeshows	7	5,000	35,000	\$1.00	\$0.00	\$5,000	\$1,000	0%	\$0.00	25%
Stage / Theatrical	0	3,000	0	\$3.60	\$0.00	\$3,500	\$2,000	65%	\$4.50	25%
Parking Lot Shows	0	0	0	\$0.00	\$0.00	\$3,500	\$1,000	0%	\$0.00	25%
High School Commencement / Other	4	3,500	14,000	\$0.50	\$0.00	\$2,500	\$1,000	0%	\$0.00	25%
Championship Tournaments	5	6,000	30,000	\$3.60	\$0.00	\$3,500	\$3,000	20%	\$3.00	25%
Religious	4	3,000	12,000	\$2.50	\$0.00	\$5,000	\$3,000	0%	\$0.00	25%
Dirt Shows	4	4,000	16,000	\$3.00	\$0.15	\$7,500	\$8,000	65%	\$4.50	25%
Other	0	4,000	0	\$2.50	\$0.00	\$0	\$1,500	20%	\$3.00	25%

- The Team will consider the potential benefits of outsourcing certain services and the ability to create ancillary business revenues. The potential for ancillary business revenues will be measured against the case studies described below, the firsthand experience of the Team, the market conditions around the Civic Center, and the projected annual attendance schedule. This analysis will also consider the revenue opportunities associated with advanced ticketing systems and other potential technology improvements, including the expanded advertising inventory with modern electronic signage and scoreboards.
- The Team will identify other events center renovation projects and compile brief case studies summarizing the improvements and associated costs, the impact on the facility, and the impacts on the property surrounding the facility. The potential case studies include the following:
  - Dunkin' Donuts Center, Providence, RI
  - Peoria Civic Center, Peoria, IL
  - Metro Center, Rockford, IL
  - Allen County War Memorial Coliseum, Fort Wayne, IN
  - Allstate Arena, Rosemont, IL
- All of the considerations in the Operating Strategy Development stage of the study will be tested in the economic analysis to provide a clear and concise understanding of the costs and benefits.*



## Scope of Work

### V. Economic Analysis and Business Plan

- A comprehensive and integrated model will be created that combines the project costs, building program, operating revenues, operating costs, and business plan into a single, live model. The approach allows for the real-time analysis of impacts on the project economics with specific assumption changes. A reduction in seats, for example, will impact the program, reduce construction costs, reduce potential revenues, reduce operating costs, and impact the costs or benefits of the project concept.
- All operating revenues will be quantified, including those generated by event rent, ticket sales, concessions, novelties, advertising, naming rights, etc. All revenues will be based upon an event schedule informed by the market analysis.
- The associated operating costs will be quantified and included in an operating pro forma modeling the building's net operating income.
- *As a business plan, the financial model will include detailed schedules outlining all revenue and expenses calculations and a staffing plan.*

Example Staffing Schedule

Personnel Schedule	Positions	Salary	Total
General Manager	1	\$130,000	\$130,000
Exec Assistant	1	\$40,000	\$40,000
Receptionist	1	\$30,000	\$30,000
Director of Finance	1	\$77,000	\$77,000
Accounting Manager	1	\$42,500	\$42,500
Accounting Clerk	1	\$32,500	\$32,500
Director of Sales / Marketing	1	\$77,000	\$77,000
Group Sales	1	\$35,000	\$35,000
Marketing Coordinator	1	\$30,000	\$30,000
Box Office Manager	1	\$45,000	\$45,000
Assistant Box Office Manager	1	\$35,000	\$35,000
Box Office Supervisor	1	\$30,000	\$30,000
Event Coordinator	1	\$35,000	\$35,000
Premium Seating Manager	1	\$40,000	\$40,000
Security Manager	1	\$47,000	\$47,000
Security Guard	5	\$26,000	\$130,000
Director of Operations	1	\$77,000	\$77,000
Operations Manager	1	\$50,000	\$50,000
Operations Supervisor	1	\$45,000	\$45,000
Chief Engineer	1	\$70,000	\$70,000
Operations Workers	4	\$31,000	\$124,000
Janitorial	2	\$21,000	\$42,000
Ice Technician	1	\$45,000	\$45,000
<b>Total Staff Salaries</b>			<b>\$1,309,000</b>
Employee Benefit Rate			30%
<b>Total Salaries and Benefits</b>			<b>\$1,701,700</b>

## Scope of Work



- The Team will test multiple operating scenarios, including those renovation concepts previously proposed. When considering older proposals, care will be taken to appropriately escalate project costs according to historic cost indexes. The Team will not be limited to existing proposals and, if the findings of the market analysis dictate, will develop unique, market responsive concepts, building programs, and operating strategies.
- For each scenario, the Team will consider the renovation project costs and the net new operating costs and revenues to complete a sensitivity analysis. Using agreed upon financing assumptions, any net operating income in each scenario will be capitalized to identify the debt capacity for the improvements.
- In consideration of all the tasks completed and the objectives identified by the Client group at the outset, the Team will provide recommendations for the optimal renovation program, operating strategy, and business plan.

### VI. Reporting

- Upon completing the Operating Strategy Development the Team will meet with the Client group and provide an interim presentation outlining the findings to-date. The model for the Economic Analysis and Business Plan will also be developed and portions of the trip will be used to review the structure of and assumptions in the economic analysis tool.
- With the completion of the Economic Analysis and Business Plan the Team will issue a draft report for the Client group's review and make a final presentation.
- The Team will collect input, feedback, and direction during the presentation, revise the draft report, and issue a final report in hard copy and in electronic form.



# Project Schedule

## Project Schedule

The Team has reviewed the Request for Proposals and associated materials on the County website in detail and developed a specific, task-by-task schedule for the proposed scope of work. Brailsford & Dunlavy and The Goldwater Group LLC will have the resources and capacity to complete the study according to the provided schedule and provide a final report within six weeks of the project initiation meetings. The consulting Team understands the potential challenges of scheduling around the upcoming holidays and will work closely with the Client group to refine the schedule as necessary.

### Proposed Project Schedule

Scope Tasks	Contract Execution	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Project Initiation Meetings	█	█	█					
Primary Market Research	█	█	█	█				
Market Demand Review and Confirmation	█	█	█	█				
Operating Strategy Development	█			█	█			
Interim Presentation	█					█		
Economic Analysis and Business Plan	█				█	█	█	
Draft Report	█						█	
Final Presentation	█						█	█
Final Report	█							█

Client Visits

# Project Schedule





## Fee Schedule

### Fee Schedule

Brailsford & Dunlavey and The Goldwater Group have identified a basic scope of services, which we believe responds effectively to the needs of the study. We offer the following fee proposal based on our current understanding of the project. Upon learning more about the larger objectives for the project we would look forward to adjusting the tasks and fees as the Client group may deem appropriate.

The proposed fees and expenses and projected payment schedule are detailed on the following pages. The total proposed fees and expenses represent a not-to-exceed amount for the outlined scope of work. The Team will not bill beyond the amount below without a client approved change to the scope of work. All subconsultant fees are inclusive of reimbursable expenses; a detail of the projected, not-to-exceed reimbursable expenses for Brailsford & Dunlavey is included in this section.

Brailsford & Dunlavey Fee:	\$43,225
The Goldwater Group LLC Fee:	\$10,000
<hr/>	
<b>TOTAL FEES:</b>	<b>\$53,225</b>
<hr/>	
Reimbursable Expenses:	\$6,991
<hr/>	
<b>TOTAL NOT TO EXCEED FEE:</b>	<b>\$60,216</b>

## Fee Schedule



Phase/ Tasks	B&D Fee	Goldwater Fee	Total Fee
<b>I. Project Initiation</b>		\$1,500	
A. Project Initiation Meetings with the Client Team	\$1,170		
B. Review & Analysis of Previously Prepared Project Documents	\$690		
C. Tour of Civic Center	\$1,755		
D. Interviews with Civic Center and Pirates Staff	\$1,755		
<b>Subtotal - Project Initiation</b>	<b>\$5,370</b>	<b>\$1,500</b>	<b>\$6,870</b>
<b>II. Primary Market Research</b>		\$3,500	
A. Interviews with Agents, Promoters, and Producers	\$690		
B. Interviews with Touring Show Production Personnel	\$690		
C. Interviews with Regional Facility Managers	\$690		
<b>Subtotal - Primary Market Research</b>	<b>\$2,070</b>	<b>\$3,500</b>	<b>\$5,570</b>
<b>III. Market Demand Review and Confirmation</b>		\$500	
A. Analysis of Current & Future Drive Time Demographics	\$1,270		
B. Confirmation of Market Capacity for Proposed Premium Seating	\$1,560		
C. Competitive Context Review	\$1,415		
D. Review Current Event Trends and Document Potential Changes	\$1,760		
<b>Subtotal - Market Demand Review and Confirmation</b>	<b>\$6,005</b>	<b>\$500</b>	<b>\$6,505</b>
<b>IV. Operating Strategy Development</b>		\$1,000	
A. Define Features, Amenities to Maximize Marketability	\$980		
B. Develop Market Projections by Event Type	\$1,035		
C. Investigate and Analyze Potential Ancillary Business Revenues	\$1,090		
D. Recommend Revenue Generating Technology Improvements	\$1,290		
E. Case Studies Documenting Impacts of Other Arena Renovations	\$1,850		
<b>Subtotal - Operating Strategy Development</b>	<b>\$6,245</b>	<b>\$1,000</b>	<b>\$7,245</b>
<b>V. Economic Analysis and Business Plan</b>		\$1,500	
A. Create Comprehensive Financial Model	\$1,960		
B. Quantify Operating Revenues and Expenses	\$2,760		
C. Create Multiple Operating Scenarios / Sensitivity Analysis	\$2,470		
D. Recommend Optimal Program and Business Plan	\$2,205		
<b>Subtotal - Economic Analysis and Business Plan</b>	<b>\$9,395</b>	<b>\$1,500</b>	<b>\$10,895</b>
<b>VI. Reporting</b>		\$2,000	
A. Interim Presentation to Client Team	\$3,720		
B. Issue Draft Report	\$2,840		
C. Final Presentation to Client	\$3,720		
D. Issue Final Report	\$2,260		
E. Project Management	\$1,600		
<b>Subtotal - Reporting</b>	<b>\$14,140</b>	<b>\$2,000</b>	<b>\$16,140</b>
<b>Total Professional Fees</b>	<b>\$43,225</b>	<b>\$10,000</b>	<b>\$53,225</b>
<b>Estimated Reimbursable Expenses</b>	<b>\$6,991</b>		<b>\$6,991</b>
<b>Total Proposed Fees and Expenses</b>			<b>\$60,216</b>



## Fee Schedule

### Estimated Reimbursable Costs

Expense Category Estimate	Unit Cost	Unit Type	Number	Amount
1 Airfare	\$300	Person Trips	9	\$2,700
2 Hotel	\$150	Person Nights	9	\$1,350
3 Ground Transportation	\$175	Person Trips	3	\$525
4 Meals	\$35	Person Trip Days	18	\$630
5 Communications (Fax, Phone, Overnight, Duplications, etc.)	Allowance		1	\$750
6 Other Direct Costs & Incidentals (Gasoline, Supplies, etc.)	Allowance		1	\$400
7 Internet Survey Expense	\$0		0	\$0
				\$6,355
B&D Administration Fee @10%				\$636
<b>Total Reimbursable Expenses</b>				<b>\$6,991</b>

## Fee Schedule



Phase/ Tasks	Invoice Schedule	Month 1 Invoice	Month 2 Invoice	Month 3 Invoice
<b>I. Project Initiation</b>		100% \$1,500		
A. Project Initiation Meetings with the Client Team		100% \$1,170	\$0	\$0
B. Review & Analysis of Previously Prepared Project Documents		100% \$690	\$0	\$0
C. Tour of Civic Center		100% \$1,755	\$0	\$0
D. Interviews with Civic Center and Pirates Staff		100% \$1,755	\$0	\$0
<b>Subtotal - Project Initiation</b>	<b>\$6,870</b>	<b>\$6,870</b>	<b>\$0</b>	<b>\$0</b>
<b>II. Primary Market Research</b>		100% \$3,500	\$0	\$0
A. Interviews with Agents, Promoters, and Producers		100% \$690	\$0	\$0
B. Interviews with Touring Show Production Personnel		100% \$690	\$0	\$0
C. Interviews with Regional Facility Managers		100% \$690	\$0	\$0
<b>Subtotal - Primary Market Research</b>	<b>\$5,570</b>	<b>\$5,570</b>	<b>\$0</b>	<b>\$0</b>
<b>III. Market Demand Review and Confirmation</b>		100% \$500		
A. Analysis of Current & Future Drive Time Demographics		100% \$1,270	\$0	\$0
B. Confirmation of Market Capacity for Proposed Premium Seating		100% \$1,560	\$0	\$0
C. Competitive Context Review		100% \$1,415	\$0	\$0
D. Review Current Event Trends and Document Potential Changes		100% \$1,760	\$0	\$0
<b>Subtotal - Market Demand Review and Confirmation</b>	<b>\$6,505</b>	<b>\$6,505</b>	<b>\$0</b>	<b>\$0</b>
<b>IV. Operating Strategy Development</b>		100% \$1,000		
A. Define Features, Amenities to Maximize Marketability		100% \$980	\$0	\$0
B. Develop Market Projections by Event Type		100% \$1,035	\$0	\$0
C. Investigate and Analyze Potential Ancillary Business Revenues		100% \$1,090	\$0	\$0
D. Recommend Revenue Generating Technology Improvements		100% \$1,290	\$0	\$0
E. Case Studies Documenting Impacts of Other Arena Renovations		100% \$1,850	\$0	\$0
<b>Subtotal - Operating Strategy Development</b>	<b>\$7,245</b>	<b>\$7,245</b>	<b>\$0</b>	<b>\$0</b>
<b>V. Economic Analysis and Business Plan</b>		\$0	100% \$1,500	
A. Create Comprehensive Financial Model		20% \$392	80% \$1,568	\$0
B. Quantify Operating Revenues and Expenses		20% \$552	80% \$2,208	\$0
C. Create Multiple Operating Scenarios / Sensitivity Analysis		\$0	100% \$2,470	\$0
D. Recommend Optimal Program and Business Plan		\$0	100% \$2,205	\$0
<b>Subtotal - Economic Analysis and Business Plan</b>	<b>\$10,895</b>	<b>\$944</b>	<b>\$9,951</b>	<b>\$0</b>
<b>VI. Reporting</b>		25% \$500	75% \$1,500	
A. Interim Presentation to Client Team		100% \$3,720	\$0	\$0
B. Issue Draft Report		\$0	100% \$2,840	\$0
C. Final Presentation to Client		\$0	100% \$3,720	\$0
D. Issue Final Report		\$0	100% \$2,260	\$0
E. Project Management		50% \$800	50% \$800	\$0
<b>Subtotal - Reporting</b>	<b>\$16,140</b>	<b>\$5,020</b>	<b>\$11,120</b>	<b>\$0</b>
<b>Total Professional Fees</b>	<b>\$53,225</b>			
<b>Estimated Reimbursable Expenses</b>	<b>\$6,991</b>	0% \$0	66% \$4,614	34% \$2,377
<b>Total Proposed Fees and Expenses</b>	<b>\$60,216</b>	<b>\$32,154</b>	<b>\$25,685</b>	<b>\$2,377</b>



