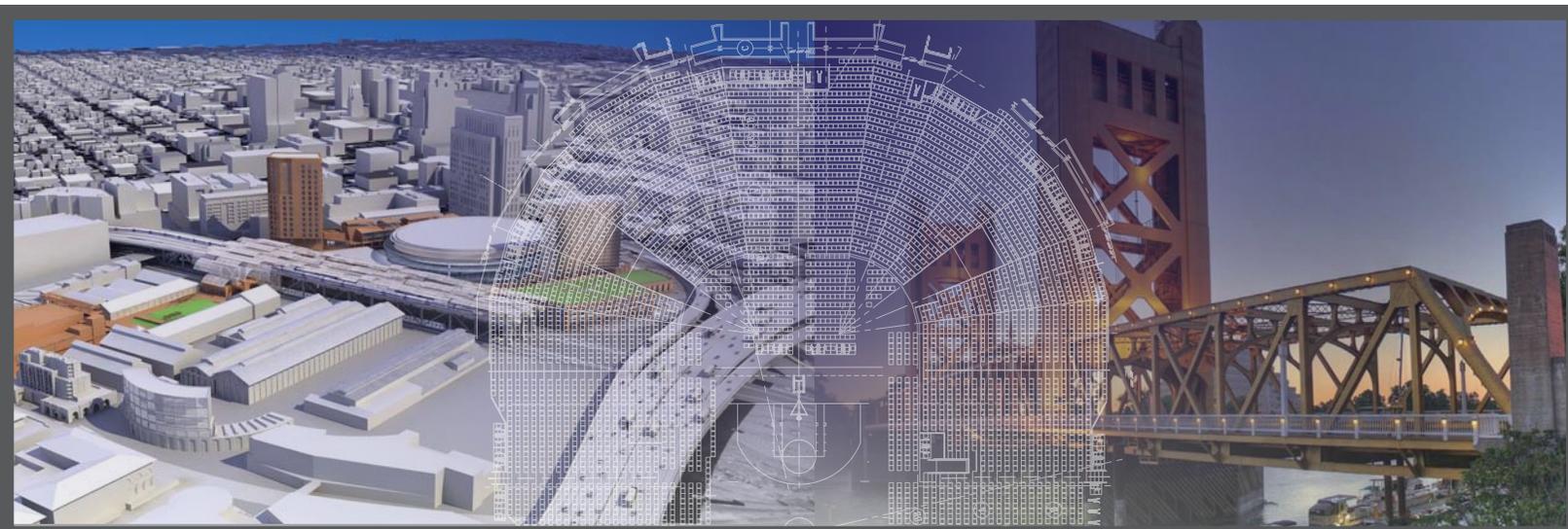


SACRAMENTO ARENA



DAVID S. TAYLOR
INTERESTS, INC.

POPULOUS™

Turner



TEAM QUALIFICATIONS FOR
PRELIMINARY FEASIBILITY
SUBMISSIONS

FEBRUARY 3, 2011

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February 3, 2011

Mr. John Dangberg
Assistant City Manager
City of Sacramento
City Hall
915 I Street, 5th Floor
Sacramento, CA 95814-2604

Dear Mr. Dangberg:

The ICON-Taylor team appreciates this opportunity to offer our services directly to the City of Sacramento for your consideration in connection with the City's pursuit of a new Entertainment and Sports Complex. Per your request, this submittal describes the collective qualifications of our team along with a detailed plan for completing a Preliminary Feasibility Analysis within a 90 day period at no cost to the City. As you know, we previously provided a package of information to the Sacramento First Task Force and feel that it is valuable to enclose that same information along with this submittal to give you more comprehensive background on our team.

Call to Action

This is an important time for the City of Sacramento. In fact, in the next year or two, Sacramento will be at a crossroads to determine its place among other major U.S. cities. Currently Sacramento is one of only 30 cities in the world that hosts an NBA franchise. Since it opened in November 1988, Arco Arena, soon to be Power Balance Pavilion, has been a suitable sports and entertainment venue and continues to serve the Sacramento community well. It does, however, have significant technical limitations and is fast approaching economic obsolescence. Thus, its commercial viability and suitability as an ongoing NBA arena will be called into question.

Regardless whether Sacramento decides to embrace its current status as an NBA city or not, the questions will persist about the longevity of Power Balance Pavilion purely as a venue that can attract and host both the quantity and quality of live entertainment events that are now available to the citizens of Sacramento. Even today, many premier events no longer come to Sacramento due to facility deficiencies and those that do often are not able to present their shows with the full complement of production equipment. With only two truck docks, restricted rigging capacity, antiquated LCD video display systems and numerous NBA facility guideline deficiencies, Arco will always be viewed within the industry as a facility with limited service.

In just the past few years, mid-market cities like Kansas City, Oklahoma City, Lincoln, Wichita, Des Moines, and several others have taken action to build new sports and entertainment venues purely to activate economic and cultural vitality for their communities. Those case studies suggest that if Sacramento similarly decides to pursue a new arena that it must involve a public / private partnership with a significant public investment. Absent such a public investment, a new arena development may very well prove to be not feasible.

There is no right or wrong answer. City leaders across the U.S. have faced these situations and made the difficult decisions in the best interests of the communities that they represent. If Sacramento ultimately decides that developing a new entertainment center and keeping its NBA team in Sacramento are among its priorities, experience proves that a new arena will need to be

developed and that a public capital investment will be required to do so. Ready or not, that decision point is now for Sacramento.

ICON Venue Group – David Taylor Interests

ICON – Taylor brings together the only true resource capable of properly assessing and potentially bringing a solution to the arena problem in Sacramento. Together ICON – Taylor offers the perfect combination of respected arena specific design and construction expertise and proven local development experience with a demonstrated ability to make transformative downtown Sacramento projects happen.

Our team also includes Populous, the world’s preeminent sports architectural firm, and Turner Construction, the leading builder of arena and stadium projects in North America. The accompanying description of our collective qualifications clearly demonstrates the superiority of our team and the individuals coming together to help Sacramento. Tab 2 of this submittal provides the individual resumes of our team members as specifically requested in your January 27, 2011 letter.

David Taylor Interests will lead the local effort and work through the critical tasks relating to regional stakeholders, commercially viable development potential and infrastructure planning. David and his team are expert in assembling and deploying the resources needed to make complicated projects become reality. A new Sacramento arena project simply will not happen without David’s experience and ability to navigate the unique governmental and political landscapes in and around Sacramento. Importantly, this effort would begin the dialogue with the well represented Natomas community leaders to consider development opportunities and new uses for the current arena site that could have long term benefits for Natomas and contribute to the new downtown arena as well.

In just the past six years, **ICON Venue Group** has directly completed seventeen new arena and stadium projects and two major arena renovations. Currently ICON is under construction with three new projects and also conducting feasibility assessments on two proposed new arenas. ICON will take the lead in engaging the private stakeholders to work through the economic and financial challenges inherent in developing a new Sacramento sports and entertainment center. ICON will focus immediately with the owners and executives of the Kings to surface their functional and financial needs and attempt to devise a workable framework for a development and operating agreement that might satisfy both the Kings and City. ICON will also engage Inland American to understand their adjacent real estate strategies and devise a plan for a joint arena and intermodal transportation center as a catalyst for highest and best ancillary development.

From its interface with the Kings and City, ICON will generate an arena Program defining the critical functional and operating components required by the stakeholders and offer our own descriptions of attributes needed to optimize its revenue potential and minimize ongoing operating costs. ICON has extensive experience with NBA program development and is uniquely qualified to produce the most space efficient and cost effective platform to begin design. Adding the sports and entertainment projects from Populous and Turner to the ICON portfolio noted above, our team has managed well over 100 stadium and arena projects. The accumulated wisdom from our body of work is precisely what Sacramento needs to define the right Program for the arena and conceive an executable arena development plan.



This Program will then be used to inform a design process to be led by **Populous** which will illustrate the context and physical features of a new Sacramento sports and entertainment center. The design package produced by Populous will include site plans, floor plans, elevations and renderings to show the internal and external qualities of a modern, world class arena that could serve the greater Sacramento community and its NBA franchise for the next half century and beyond.

Turner Construction Company would then utilize the Populous design package and facility program and produce a detailed cost estimate for the venue. The entire team will activate around the design package and cost estimate to ultimately produce an arena plan of the highest quality and the greatest value. Turner will complete its work by also developing a full constructability review, logistics plan and project schedule.

The entire ICON – Taylor team will then produce a final Preliminary Feasibility Analysis with the components described in Attachment 1 to your letter. Included in this deliverable will be a full project proforma assessing the development and operating feasibility for the Project. Tab 3 to this submittal provides the information you requested relating to at least five relevant projects for which our team has played a critical role in developing: Pepsi Center (Denver), Sprint Center (Kansas City), Prudential Center (Newark), Consol Energy Center (Pittsburgh), and the Sheraton Grand Hotel and City Hall in Sacramento. We will draw from our experience on each of these award winning developments, along with several others, to explore every conceivable option to help make a new Sacramento arena a viable and successful venture.

ICON – Taylor Game Plan

Tab 4 provides a detailed look at the 90 day feasibility assessment we will undertake and the specific deliverables we will produce. In order to finally determine the financial viability of a new Sacramento arena project, we must have a defined plan that establishes the following critical elements:

Up front capital costs

- Infrastructure analysis and planning (parking, roads, utilities, etc.)
- Arena design concepts, scale and physical attributes
- Reliable construction cost estimates
- Overall budget and schedule

Revenue drivers and forecasts

- Arena naming rights and sponsor forecasts
- Premium seating strategy and forecasts
- Seating capacities and event mix forecasts
- Understanding of typical team revenues (tickets, media, sponsor, etc.)

Ongoing annual operating costs

- Routine maintenance and repairs
- Capital replacement costs
- Facility operations staff and equipment
- Utilities usage and surcharges

These are only summary level descriptions of the information that will be assembled in sufficient detail during our 90 day feasibility assessment. ICON – Taylor cannot promise a specific

outcome from our analysis. What we can promise is that we will honestly and objectively gather and process the information necessary to answer the questions that must be answered.

1. Why does Sacramento need a new arena and why should it be downtown?
2. What are the true underlying economics of a new arena project?
3. What would a new arena look like and how would it enhance our community?
4. How much will a new arena cost and when would it be completed?
5. What are the revenue streams generated by a new arena and how would those be used to help pay for the project and be shared between those who invested in the project?
6. What public sources could be activated to help fund the arena?
7. What investment would the Kings make toward the arena project and ongoing operating costs?
8. Who would own the new arena and who would operate it?
9. What are the redevelopment opportunities for the current arena site in Natomas?
10. What happens with the existing \$65M City loan?

These and many other questions will be answered in the course of our feasibility analysis. They will be answered accurately and explained fully. If the Project is feasible, ICON – Taylor will put forward a road map for moving the Project forward and offer our full assistance to make it happen. If the Project is not feasible, we will show you the fatal flaws and explain how we came to that conclusion.

The underlying economics of an arena development in Sacramento may not support such a project regardless of the desires and intentions of the stakeholders. The financial realities facing the stakeholders in and of themselves could also prove fatal. These projects only happen when leaders emerge with an absolute conviction to do the hard work necessary to align the varying interests and agendas. ICON – Taylor is willing to start Sacramento down that path with a focused 90 day effort. Where this goes from that point will be determined by the conclusions of our feasibility analysis followed by the will and wisdom of the public and private sector leaders in Sacramento.

Sincerely,
ICON Venue Group



Tim Romani
President

David Taylor Interests



David Taylor
President



TAB 2: TEAM RESUMES



- Tim Romani, President and CEO
- Art Aaron, Chief Operating Officer
- Ron Sally, Senior Vice President



DAVID S. TAYLOR
INTERESTS, INC.

- David Taylor, President
- Roger Kittredge, Chief Financial Officer
- Ellen Warner, Partner

POPULOUS™

- Dan Meis, Senior Principal
- Jim Walters, Senior Principal
- Chris Carver, Senior Principal

Turner

- Dale Koger, Vice President
- Gary Birdsall, Vice President
- Robert Rayborn, Project Executive



TIMOTHY D. ROMANI

PRESIDENT AND CEO



Qualifications

- 20+ years as a Facility Development Executive
- Developed Sports and Entertainment projects spanning each of the five major professional sports leagues
- Lead Executive for numerous Public Authorities and Private Sports Franchises responsible for venue projects throughout the US and Europe
- Former Board Member, Downtown Denver Partnership
- Former Board Member, Denver Metro Chamber of Commerce

Education

- Master's Degree from California State University, 1987
- Bachelor of Science, University of Illinois, 1984

Tim Romani has been a leader in the sports facility development industry for over 20 years and is directly responsible for guiding and completing landmark stadium and arena projects for NBA, NHL, NFL, MLB, and MLS teams totaling more than \$3 billion.

Mr. Romani is currently overseeing his staff for stadium, arena, and development projects in Los Angeles, Rome, Berlin, Portland, Denver, Pittsburgh, and Philadelphia. He recently served as Vice Chancellor of Planning and Development for the University of Colorado in addition to his responsibilities with ICON. In that capacity, he was responsible for planning and constructing the new Anschutz Medical Campus in Aurora, Colorado, which involved three hospitals, a world-renowned medical research complex, and the entire University of Colorado Health Sciences Center campus totaling approximately \$2 billion and 4 million square feet.

Mr. Romani's innovative and sophisticated approach to project management, particularly in the focus areas of Preconstruction and Project Controls has revolutionized the way sports projects are delivered. Establishing, communicating and managing cost and schedule mandates is the hallmark of how ICON Venue Group operates on behalf of its clients and sets ICON apart from all other firms.

Having served as Executive Director of the Illinois Sports Facilities Authority and the Denver Metropolitan Football District, Tim is a proven public sector executive skilled in guiding large, high profile projects through complex political landscapes. Comiskey Park and INVESCO Field are recognized as two of the most successful public and public / private ventures in modern era sports development.

RELATED EXPERIENCE

Comiskey Park, MLB (White Sox) Stadium, Chicago, IL	\$250,000,000
Pepsi Center, NBA (Nuggets) /NHL (Avalanche) Arena, Denver, CO	\$185,000,000
INVESCO Field at Mile High, NFL (Broncos) Stadium, Denver, CO	\$400,700,000
Jobing.com Arena, NHL (Coyotes) Arena, Glendale, AZ	\$220,000,000
Colorado Convention Center Expansion, Denver, CO	\$308,000,000
Dick's Sporting Goods Park, MLS (Rapids) Stadium, Commerce City, CO	\$160,000,000
The O2, Arena, London, England	£164,000,000
Sprint Center, NBA/NHL Arena, Kansas City, MO	\$276,000,000
Prudential Center, NHL (Devils) Arena, Newark, NJ	\$373,000,000
O2 World, Arena, Berlin, Germany	€165,000,000



ARTHUR M. AARON

CHIEF OPERATING OFFICER



Qualifications

- Executive Vice President, Ascent Entertainment Group
- Senior legal officer involved in the purchase of the Quebec Nordiques, and its move to Denver
- M&A Lawyer, Skadden Arps Slate Meager & Flom
- Army Medical Service Corps Officer in Augsburg, Germany
- Health Facilities Project Officer, Army Medical Service Corp

Education

- Bachelor of Science in Management Science, Massachusetts Institute of Technology, 1984
- Master's in Education in Human Services Management, Boston University
- Juris Doctor from Harvard Law School

Art Aaron, Chief Operating Officer, brings over 25 years of experience to the ICON Venue Group executive team. He has structured and negotiated numerous public and private company acquisitions, dispositions, reorganizations and restructurings, and has been responsible for the negotiation and completion of agreements relating to the development, financing, leasing, and operation of sports and entertainment venues, professional sports teams, film production and distribution, and telecommunications businesses.

His primary responsibilities include serving as the negotiator for company and project-related contracts, overseeing contract compliance on new projects, and developing business terms for the firm's new business. Over his six years with Romani Group and ICON, Mr. Aaron has served as counsel on almost every on of the company's project engagements.

Prior to joining ICON, Mr. Aaron worked closely with Tim Romani during the development, financing, and construction of Pepsi Center, the \$185 million home of the Denver Nuggets and the Colorado Avalanche while he was Executive Vice President of Ascent Entertainment Group. The asset-backed financing of the Pepsi Center was the first of its kind for a sports and entertainment facility. Mr. Aaron had joined Ascent in April 1995 after working for two years for its parent company, COMSAT Corporation, a public telecommunications company. As Ascent's senior legal officer, he almost immediately became involved in Ascent's purchase of the Quebec Nordiques NHL franchise and its move to Denver to become the Colorado Avalanche.

Mr. Aaron negotiated Ascent's sale to Liberty Media Corporation in June 2000, after which he worked with Liberty Media until July 2001 on Liberty's disposition of the Pepsi Center, Nuggets and Avalanche, and other Ascent assets.

RELATED EXPERIENCE

Contract Negotiation and Compliance for:

Pepsi Center, NBA (Nuggets) /NHL (Avalanche) Arena, Denver, CO	\$185,000,000
Dick's Sporting Goods Park, MLS (Rapids) Stadium, Commerce City, CO	\$160,000,000
The O2, Arena, London, England	£164,000,000
Sprint Center, NBA/NHL Arena, Kansas City, MO	\$276,000,000
Prudential Center, NHL (Devils) Arena, Newark, NJ	\$373,000,000
O2 World, Arena, Berlin, Germany	€165,000,000
CONSOL Energy Center, NHL (Penguins) Arena, Pittsburgh, PA	\$321,000,000



RONALD O. SALLY

SENIOR VICE PRESIDENT



Qualifications

- Founder and Chief Executive Officer, Maverick Consulting
- President, Colorado Crush
- Owner's Representative and Chief Operating Officer, Colorado Crush
- Senior Vice President, Kroenke Sports and Entertainment
- Vice President, Denver Nuggets
- General Counsel, Denver Nuggets and Colorado Avalanche
- Senior Vice President, Ascent Sports
- Assistant General Counsel and Director of Business Affairs, Denver Nuggets

Education

- Juris Doctorate, UCLA School of Law
- Bachelor of Arts, Duke University

Ron Sally has over 18 years of public and private company experience in the areas of sports and entertainment, business operations, marketing, new ventures, executive management, business affairs, and legal matters. As Senior Vice President, Ron is engaged in a number of responsibilities pertaining to business affairs. His responsibilities include developing new business, negotiating contracts and other legal matters, and directing general business matters.

Prior to joining ICON, Mr. Sally was the founder and Chief Executive Officer of Maverick Consulting. Maverick Consulting provided consultative executive problem-solving services along with strategic and tactical solutions for business functions including operations, branding, strategic planning, marketing, and organizational structure.

Prior to launching Maverick Consulting, Mr. Sally acquired invaluable experience in the NBA, NHL, and Arena Football League as an executive in the management of several sports teams and holding companies. His positions included President of the Colorado Crush, Owner's Representative and Chief Operating Officer of the Colorado Crush, Senior Vice President of Kroenke Sports and Entertainment, Vice President of the Denver Nuggets, General Counsel for the Denver Nuggets and Colorado Avalanche, Senior Vice President of Ascent Sports, and Assistant General Counsel and Director of Business Affairs for the Denver Nuggets.

Mr. Sally was the recipient of the AFL Commissioner's Award for outstanding team business operations, and the recipient of 2001 Pro Team Community Award. Prior to his career in professional sports, Mr. Sally was a prominent attorney in California with the law firms of Reed & Smith in Los Angeles (previously Crosby, Heafey, Roach & May) and Santa Monica's Haight, Brown & Bonesteel.

RELATED EXPERIENCE

Rio Tinto Stadium, MLS (ReAL) Stadium, Sandy, UT	\$110,000,000
Red Bull Park, MLS (Red Bulls) Stadium, Harrison, NJ	\$149,000,000
Citizens Business Bank Arena, Ontario, CA	\$130,000,000
PPL Park, MLS (Union) Stadium, Chester, PA	\$110,000,000
Boettcher Concert Hall Renovation, Denver, CO	\$90,000,000
National Football League Feasibility Planning	



DAVID TAYLOR - PRESIDENT



David Taylor is president and founder of David S. Taylor Interests, Inc., a full-service commercial real estate development and management company based in Sacramento, California with projects located throughout the western United States.

David Taylor's landmark buildings including Esquire Plaza, Sheraton Grand Hotel, Sacramento City Hall, 1201 K Street, and U.S. Bank Tower, have dramatically shaped downtown Sacramento. These buildings reflect his commitment to projects that add elegance and drama to the skyline, promote environmental sustainability, enhance the city's livability, and energize the local economy.

Mr. Taylor earned an MBA in real estate and finance from Rice University in Houston, Texas, and a bachelor of arts degree in philosophy from Catholic University in Washington, D.C.



ROGER KITTREDGE - CHIEF FINANCIAL OFFICER



Roger Kittredge is the chief financial officer for David S. Taylor Interests, Inc. Before joining the company as a principal, he served as president and chief executive officer of 1201 Financial & Insurance Services, Inc. and as chief financial officer for the California Dental Association where he represented the association and its subsidiary companies in their participation with David Taylor in the acquisition and development of the 1201 K Street, Esquire Plaza and Sheraton Grand Hotel in Sacramento, California.

In his role as partner with David S. Taylor Interests, Inc., Mr. Kittredge manages all of the financing, analysis, and accounting associated with the firm's development projects and assets, and he also manages the day to day operations of the firm.

He is a certified public accountant and earned an MBA from Golden Gate University and a bachelor of science in accounting from California State University, Chico.



ELLEN WARNER - PARTNER



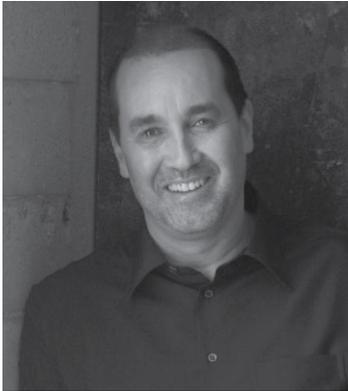
Ellen Warner joined David S. Taylor Interests, Inc. as a principal in 1999. In this capacity, she has been directly responsible for the successful planning, design and construction of several of Sacramento's most prominent real estate developments including the new Sacramento City Hall complex which was named "Best Public Project" in 2005 by the Sacramento Business Journal, and U.S. Bank Tower at 621 Capitol Mall.

Over the past decade, Warner has managed construction projects totaling nearly \$1 billion.

Warner is a licensed architect and general contractor. She began her career as a Project Architect with prominent architectural design firms including Kaplan McLaughlin Diaz. She then served as Regional Project Director for an international healthcare company before moving to Sacramento in 1989 to become Assistant Manager of Facilities Design and Construction at University of California, Davis Medical Center. There Warner and her staff managed a \$500 million capital improvement program for the campus.

Warner attended Cornell University and earned her degree in architecture from Washington University, St. Louis.





Dan Meis, FAIA
Senior Principal

Education

Bachelor of Architecture,
University of Illinois

Registrations

Registered Architect: Illinois,
Pennsylvania

Memberships

American Institute of Architects (Fellow)

Named one of Time Magazine's 100 innovators in the world of sports, Dan brings an award-winning international design portfolio to Populous. Dan leads the firm's Los Angeles-area office. His work over the past 25 years has spanned four continents, including developments in the United Kingdom, Japan, United States, China, Brazil and Qatar. In the US, Meis' Staples Center design is often recognized as one of the world's leading arenas; his design for Paul Brown Stadium was the first NFL stadium to win an American Institute of Architects design award. Meis has twice been recognized as a Sports Business Journal 40 under 40 award winner and the only architect to ever win the award multiple times. Currently, Dan is designing a new NFL prototype stadium for Los Angeles and continues to work on that project at Populous.

Previous Experience

- Guangdong Stadium Master Plan, Guangzhou, China
- LG Seoul Dome, Seoul, Korea
- Kai Tak Stadium District Complex & Master Plan, Hong Kong, China
- New Sports City Stadium & Master Plan. Doha, Qatar
- Dalian Soccer Stadium Competition, Dalian, China
- @bahrain Mixed-Use Master Plan, Sakhir City, Bahrain
- Beijing Olympic Complex Master Plan, Beijing, China
- Dalian Olympic Sports Complex, Dalian, China
- Saitama Super Arena & Master Plan, Saitama, Japan
- LA NFL Stadium & Master Plan, Los Angeles, USA
- Qualcomm Stadium Renovation Study. San Diego, USA
- LA Coliseum Renovation Study, Los Angeles, USA
- RFK Stadium Renovation Study. Washington DC USA
- New Meadowlands Stadium Study, New Jersey, USA
- Dodger Stadium Renovation, Los Angeles, USA
- SF 49ers Stadium Design Study, San Francisco, USA
- Madison Square Garden Renovation, New York, USA
- Paul Brown Stadium, Cincinnati, USA
- Lincoln Financial Field, Philadelphia, USA
- Morumbi Stadium Renovation, Sao Paolo, Brazil
- USTA National Tennis Center, Queens, USA
- New York Jets Stadium Study, New York, USA
- Crew Stadium, Columbus, USA
- Staples Center & Master Plan, Los Angeles, USA
- Miller Park, Milwaukee, USA
- Safeco Field, Seattle, USA
- Mazda Zoom Zoom Stadium, Hiroshima, Japan
- GOALS Soccer Centers, Los Angeles, USA

This work was completed while with other design firms including NBBJ and Ellerbe Becket.





Jim Walters, AIA
Senior Principal

Jim Walters, Senior Principal, has led design teams for more than 20 arena and stadium projects in his 25-year career at Populous. His focus has been on designing sports facilities as anchors to entertainment-focused development districts that invigorate urban areas and revitalize neighborhoods, including such projects as the Jobing.com Arena in Glendale, Arizona; the Prudential Center in Newark, New Jersey; the Pepsi Center in Denver, Colorado; and the O2 World Arena in Berlin, Germany. Jim brings the firm's global architectural experience to each specific project he designs.

Jim is a full member of the Urban Land Institute (ULI), the world's preeminent real estate development forum. The mission of ULI is to provide leadership in the responsible use of land and in creating and sustaining, thriving communities worldwide. A member of ULI's Entertainment Development Council, Jim's experience at Populous aids the group's focus on the issues related to integrating large entertainment venues into urban settings. Jim is also a member of Populous' board of directors, and as such, he helped guide the firm's transition from HOK Sport Venue Event to Populous in 2009.

Relevant Project Experience

- Berlin O2 Arena, Berlin, Germany
- Oklahoma City Thunder NBA Practice Facility, Norman, Oklahoma
- Prudential Center, Newark, New Jersey
- New Las Vegas Arena, Las Vegas, Nevada
- Pepsi Center, Denver, Colorado
- Jobing.com Arena, Glendale, Arizona
- Honda Center, Anaheim, California
- Bridgestone Arena, Nashville, Tennessee
- Bradley Center, Milwaukee, Wisconsin
- Dick's Sporting Goods Park, Commerce City, Colorado
- London Arena Improvements, London, England
- E Center, West Valley City, Utah
- McNichols Arena Renovation Study, Denver, Colorado
- Miami Heat Arena Study, Miami, Florida
- Ervin J. Nutter Center, Wright State University, Dayton, Ohio
- Anaheim Arena Study, Anaheim, California
- Edward Jones Dome at Americas Center, St. Louis Missouri
- U.S Cellular Field (formerly New Comiskey Park), Chicago, Illinois

Education

- Bachelor of Architecture,
University of Kansas
- Bachelor of Environmental Design,
University of Kansas

Registrations

- NCARB Certified
- Registered Architect: Arizona, California,
Colorado, Connecticut, Kansas,
Michigan, Missouri, Nevada, New
Jersey, New York, Utah, Washington,
Wisconsin

Memberships

- American Institute of Architects (AIA)
- Kansas City Chapter, AIA
- AIA Missouri
- Urban Land Institute (ULI)





Steven Christopher Carver
Senior Principal

Education

Bachelor of Environmental Design,
University of Kansas

Registrations

NCARB Certified

Registered Architect: Arizona, Illinois,
Michigan, Minnesota, Missouri, New
York, Wisconsin

Chris Carver is a founding senior principal of Populous and the Design Director for the firm's sports and public assembly facilities. His design leadership is evident in many award-winning stadiums and arenas. His range is extensive; he has been involved with programming, site studies, master planning, design, production of contract documents, contract administration and post-occupancy evaluation.

His design experience includes work on numerous large-scale, NBA and NHL arenas such as Philips Arena in Atlanta, home to the NBA Hawks and NHL Thrashers, the Pepsi Center in Denver, home to the NBA Denver Nuggets and NHL Colorado Avalanche and the United Center, the 21,500-seat arena for the Chicago's NHL Blackhawks and NBA Bulls.

Relevant Project Experience

- Prudential Center, Newark, New Jersey
- McNichols Arena Renovation Study, Denver, Colorado
- Miami Heat Arena Study, Miami, Florida
- Philips Arena, Atlanta, Georgia
- Pepsi Center, Denver, Colorado
- Bridgestone Arena, Nashville, Tennessee
- United Center, Chicago, Illinois
- Xcel Energy Center, St. Paul, Minnesota
- Honda Center, Anaheim, California
- Bradley Center Arena, Milwaukee, Wisconsin
- The E Center, West Valley, Utah
- Amway Arena Renovation, Orlando, Florida
- Berlin O2 Arena, Berlin, Germany
- London O2 Arena, Greenwich, England
- Hannover Arena, Hannover, Germany
- Los Angeles Sports Arena Renovation, Los Angeles, California
- Londondome Arena and Exhibition Center Design, London, England
- U.S Cellular Field (formerly New Comiskey Park), Chicago, Illinois
- Puerto Rico Stadium Design, San Juan, Puerto Rico
- Reliant Stadium, Houston, Texas
- New Yankee Stadium, Flushing Meadows, New York
- New York Sportsplex Study, New York, New York
- Milwaukee Exposition and Convention Center Arena Study, Milwaukee, Wisconsin





DALE K. KOGER
Vice President
Principal-in-Charge



- 33 Years Experience
- B.S., Building Construction, Virginia Tech

CURRENT RESPONSIBILITIES

As Vice President and General Manager of Turner Construction Company's Sports Group, Mr. Koger is responsible for executive oversight of preconstruction services and construction operations for Turner's major sports facility projects nationwide. Working with Turner's 44 local offices from coast to coast, the Sports Group provides a cadre of experienced sports facility construction management professionals for each project. Mr. Koger provides valuable consultation with franchise Owners and design teams on critical venue development issues such as optimum revenue generation features, premium seat and club amenities, fast-track and design-build delivery systems, and Owner-to-Contractor risk transfer methods.

In April 2008, Koger was named by SportsBusiness Journal as one of the Top 10 "Newsmakers" in sports facility development in the last decade.

In May 2004, Koger was included in SportsBusiness Journal's list of the "Twenty Most Influential People in Sports Facility Design, Architecture and Development." Ranked 7th, he was the first construction management professional on the list.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL
 \$295 million

Madison Square Garden Renovation, New York, NY \$642 million

Barclays Center, Brooklyn, NY
 TBD

Verizon Center, Washington, DC
 \$260 million

Nationwide Arena, Columbus, OH
 \$145 million

Louis J. Tullio Arena Renovation, Erie, PA
 \$34 million

Huntington Center, Toledo, OH
 \$75 million

Citizens Business Bank Arena, Ontario, CA
 \$118 million

Peoria Civic Center, Peoria, IL
 \$45 million

Jacksonville Veterans Memorial Arena, Jacksonville, FL \$102 million

Iowa Events Center, Des Moines, IA
 \$211 million

Northern Kentucky University Bank of Kentucky Center, Highland Heights, KY \$63 million

Florida A&M University Teaching Gym, Tallahassee, FL \$34 million

Purdue University Mackey Arena Expansion, West Lafayette, IN \$82 million





DALE K. KOGER
Vice President
Principal-in-Charge

University of Miami BankUnited Center,
Miami, FL \$40 million

Arrowhead Stadium Renovation, *Kansas City,*
MO \$307 million

San Francisco 49ers New Stadium, *San*
Francisco, CA TBD

Lincoln Financial Field, *Philadelphia, PA*
 \$394 million

Soldier Field Rehabilitation, *Chicago, IL*
 \$469 million

Lambeau Field Redevelopment, *Green Bay,*
WI \$252 million.

EverBank Field Upgrades, *Jacksonville, FL*
 \$65 million

Qwest Field, *Seattle, WA*
 \$285 million

INVESCO Field at Mile High, *Denver, CO*
 \$369 million

Paul Brown Stadium, *Cincinnati, OH*
 \$340 million

FedEx Field Upgrades, *Landover, MD*
 \$12 million

FedEx Field (Original Construction),
Landover, MD \$280 million

Louisiana Superdome Hurricane Restoration,
New Orleans, LA \$185 million

M&T Bank Stadium (Structural Package),
Baltimore, MD \$40 million

Cleveland Browns Stadium (NFL's Retained
Consultant), *Cleveland, OH* \$305 million

New York Sports & Convention Center
(Preconstruction), *New York, NY* \$1.2 billion

Kansas City Chiefs Training Facility, *Kansas*
City, MO \$30 million

University of Washington Husky Stadium
Renovation, *Seattle, WA* TBD

Florida Citrus Bowl Renovations, *Orlando, FL*
 \$10 million

Ohio State University The Ohio Stadium
Renovation, *Columbus, OH* \$187 million

Georgia Tech Bobby Dodd Stadium
Expansion, *Atlanta, GA* \$63 million

North Carolina State University Carter-Finley
Stadium Media Center, *Raleigh, NC* \$30
 million

University of Colorado Folsom Field
Expansion, *Boulder, CO* \$42 million

University of Georgia Sanford Stadium
Expansion and Gate 6 Renovation, *Athens,*
GA \$31 million

University of Florida Ben Hill Griffin Stadium
Expansion, *Gainesville, FL* \$50 million

Colorado State University Sonny Lubick
Field at Hughes Stadium Expansion, *Fort*
Collins, CO \$10 million

John Carroll University Don Shula Stadium,
University Heights, OH \$7 million





GARY BIRDSALL

**Vice President,
Preconstruction Services
Manager**



- 29 Years Experience
- Texas Tech University, B.S. Construction Engineering

CURRENT RESPONSIBILITIES

Mr. Birdsall manages day-to-day activities of preconstruction team of estimators, schedulers, and value engineering specialists. Ensures design team's compliance with agreed design program requirements and master project schedule utilizing local subcontractors, national vendors and in-house specialty estimators. Develops detailed project cost estimates beginning with programmatic cost models through GMP estimates. Utilizing his experience as a Certified Value Specialist on more than 100 formal V.E. studies ensures optimum project design relative to both initial and long-term operational value within the established project budget. Works with architect to develop bid packages and assists with procurement of all subcontract work, as well as achievement of MBE/WBE project goals.

REPRESENTATIVE EXPERIENCE

Nationwide Arena, Columbus, OH – Design, construction and building operations consulting on this 18,500-seat 726,000 SF arena for the Columbus Blue Jackets NHL expansion team; project includes 52 suites and 2,000 club seats.

Citizens Business Bank Arena, Ontario, CA – A \$118 million, 275,000 SF, 10,500-seat event center for basketball, concerts, and an ECHL hockey team. The Facility utilized a structural precast concrete frame with structural steel roof trusses and an architectural precast concrete exterior wall.

Save Mart Center, Fresno, CA – \$90 million arena, 16,000-seat facility for basketball, hockey and concert events constructed for Fresno State University.

Texas A&M University Coliseum, College Station, TX – Preconstruction services for new multi-purpose arena.

San Francisco 49ers New Stadium, San Francisco, CA – Design-Build services on a new stadium for the San Francisco 49ers. Construction is scheduled for completion in 2015.

Arrowhead Stadium Renovation, Kansas City, MO – A \$307 million renovation to Arrowhead Stadium, originally constructed in 1972. Work will include the addition of a new press box along the south sideline and a suite level along the north sideline structures. On the club level, the suites, national broadcast booth and coaches' booths will be renovated and expanded. On the lower/club/upper levels, fan amenities such as restrooms, concessions, retail, and fan accommodation stations will be renovated and the concourses will double in width.

FedEx Field Upgrades, Landover, MD - \$12 million upgrades, including the addition of 5,000 seats. The project also included a new sound system and other mechanical and electrical upgrades.

Gillette Stadium, Foxboro, MA – 60,000-seat NFL football stadium for the New England Patriots.

Reliant Stadium, Houston, TX – 70,000-seat NFL football stadium for the Houston Texans.




GARY BIRDSALL
**Vice President,
Preconstruction Services
Manager**

Ford Field, Detroit, MI – 65,000-seat NFL football stadium for the Detroit Lions.

New York Sports & Convention Center (Preconstruction), New York, NY – A new \$1.2 billion, 2.6 million SF, 75,000 seat multi-purpose stadium and convention center facility that was planned to be built adjacent to the Javits Convention Center, and over the 13 Acre Long Island Railway West Side Yards. After 16 months of planning, the project was abandoned.

Sun Devil Stadium Upgrades, Tempe, AZ – Major upgrades and renovations of Arizona State University football stadium to accommodate program requirements of both the collegiate team and the NFL Arizona Cardinals.

Texas A&M University Kyle Field Renovation & Expansion Feasibility Study, College Station, TX – South and West sideline renovations for suite, club, general admission and student athletic facilities.

Petco Park, San Diego, CA – Preconstruction services for \$242 million, 45,000-seat major league ballpark for the San Diego Padres on an urban site including several features unique to MLB venues.

Sevier County Multi-Use Baseball Stadium, Knoxville, TN – Provided specialized sports facility consulting services to the franchise owner for a new 6,000-seat Class AA minor league ballpark including 16 luxury suites and a full-service restaurant.

Brian Lara Cricket Stadium, San Fernando, Trinidad and Tobago – U.S. \$45 million new world-class cricket stadium, named for Mr. Brian

Lara, a native of Trinidad who is recognized as one of the greatest cricket players of all time. The facility will include 15,000 permanent seats with expandable capacity for an additional 10,000 seats.

Indian Wells Tennis Garden, Indian Wells, CA – \$48 million championship tennis complex including a 16,100-seat stadium, 20 courts, and related support buildings on 40 landscaped acres.

Seoul 2002 World Cup Stadium, Seoul, Republic of Korea – As a member of the City of Seoul's construction management team, provided specialized sports facility consulting services to the design-build team for a new 63,900-seat main stadium for the World Cup 2002 competition. Primary focus was centered on fast-track construction means and methods, particularly as related to the stadium superstructure and cable-suspended fabric roof system.

Las Vegas Convention Center Renovation Project, Las Vegas, NV – Upgrades and renovations to the existing facility including North Hall Lobby and Concourse, existing Grand Concourse, Central Concourse, East Concourse and Northeast Meeting Rooms. The project also includes a major modification and upgrade of existing areas in the North Hall.

Las Vegas Convention Center Grand Concourse Expansion, Las Vegas, NV – 234,000 SF new concourse to connect existing exhibit halls. Project also includes a transit canopy, an elevated pedestrian over-cross, and a public pedestrian plaza.





- 32 Years Experience
- Texas A&M University, Master of Architecture
- Texas A&M University, Bachelor Environmental Design
- Registered Architect, State of Minnesota & Commonwealth of Virginia

CURRENT RESPONSIBILITIES

As Project Executive, Robert is responsible for the supervision of the project organization in order to complete the work on time, within the budget, and to the quality specified, while serving as the senior Turner Construction Sports Group representative on the Owner-Architect-Turner team.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL – Program Management services for a \$380 million (\$285 million construction cost), 18,500-seat, 875,000 SF arena for the NBA Orlando Magic. The facility will serve as a multi-entertainment venue for various entertainment and sporting events. The Design/Construction time was 37 months for this Project.

Nationwide Arena, Columbus, OH – A \$150 million, 18,500-seat, 685,000 SF, arena, including the practice rink, office and retail space. Construction of this complex for the NHL Blue Jackets was completed in 29 months.

Philips Arena, Atlanta, GA – A \$140.5 million, 20,000-seat, 650,000 SF arena. Includes 96 private and 2 public party suites. Construction schedule of 25 months. The arena is home of the NBA Atlanta Hawks and the NHL Atlanta Thrashers.

San Francisco 49ers New Stadium, Santa Clara, CA – Design-Build services on a new NFL stadium for the SF49ers. Construction scheduled for completion in 2015.

EverBank Field Upgrades, Jacksonville, FL – A \$60 million upgrade in preparation for Super Bowl XXXIX, consisting of South Endzone additions including the new 16,000 SF “Bud Zone,” Terrace Suite Club, and Terrace Patio. The improvements package included elevators and escalators at both ends of the stadium that serve all levels.

Reliant Stadium, Houston, TX – A \$354 million, 69,500-seat, 1,900,00 SF, retractable roof stadium, with a construction duration of 31 months. The stadium is home to the NFL Houston Texans.

University of Georgia Sanford Stadium Expansion and Gate 6 Renovation, Athens, GA – The stadium expansion includes an upper deck addition of approximately 5,500 new seats to the North Stands of Sanford Stadium. Also included is the superstructure to house future build-out of approximately 21 new suites, 500 level concessions, 200 & 300 level concourses, and a future 100 level Reed Alley Arcade. 102,000 GSF. The two projects together totaled \$31 million.

Minute Maid Field, Houston, TX – A \$230 million, 42,000-seat, 1,260,000 SF, retractable roof ballpark, with a construction schedule of 29 months. The ballpark is home to the MLB Houston Astros.

Turner Field (Conversion of Olympic Stadium), Atlanta, GA – A \$30 million, 49,831-seat, 1,300,00 SF, open air ballpark, with a






ROBERT L. RAYBORN, RA
LEED AP
Project Executive

construction schedule of 7 months. This conversion of the 1996 Olympic Stadium created the new ballpark for the MLB Atlanta Braves.

Coors Field, Denver, CO – A \$176 million, 50,000-seat, 1,452,000 SF, open air ballpark, with a construction schedule of 28 months. Project also includes the renovation of an existing historical warehouse into office space and demolition of six structures located at the site. Coors Field is home of the Colorado Rockies.

Oriole Park at Camden Yards, Baltimore, MD – A \$106 million, 48,000-seat, 674,900 SF, MLB ballpark with a construction schedule of 27 months. The project included renovation of an existing historical warehouse into office space for the Baltimore Orioles and the Maryland Stadium Authority, as well as demolition of 17 structures at the site.

AutoZone Ballpark, Memphis, TN – Three (3) buildings in the development of AutoZone Ballpark, the new Memphis Redbirds ballpark, a Class AAA affiliate of the St. Louis Cardinals. The project included a 14,320 seat, 242,933 SF ballpark, \$46 million, with a construction duration of 16 months; the Toyota Center Building, \$13 million, with a construction duration of 12 months; and a design-build parking garage, \$7 million, with a design/construction duration of 10 months.

Louisville Slugger Field, Louisville, KY – A \$28 million, 11,300-seat ballpark for the AAA Louisville RiverBats, an affiliate of the Cincinnati Reds. The project also included conversion of the Brinly-Hardy Warehouse structure, which encompasses more than 62,000 SF and provides 22,000 SF of retail shops and

restaurants.

AT&T Bricktown Ballpark, Oklahoma City, OK – A \$24 million, 12,000-seat, 290,000 SF ballpark. This ballpark is home for the AAA Oklahoma Redhawks.

TAB 3: RELEVANT PROJECTS

The projects listed below will be detailed on the following pages:



PEPSI CENTER
DENVER, COLORADO



SPRINT CENTER
KANSAS CITY, MISSOURI



PRUDENTIAL CENTER
NEWARK, NEW JERSEY



CONSOL ENERGY CENTER
PITTSBURGH, PENNSYLVANIA

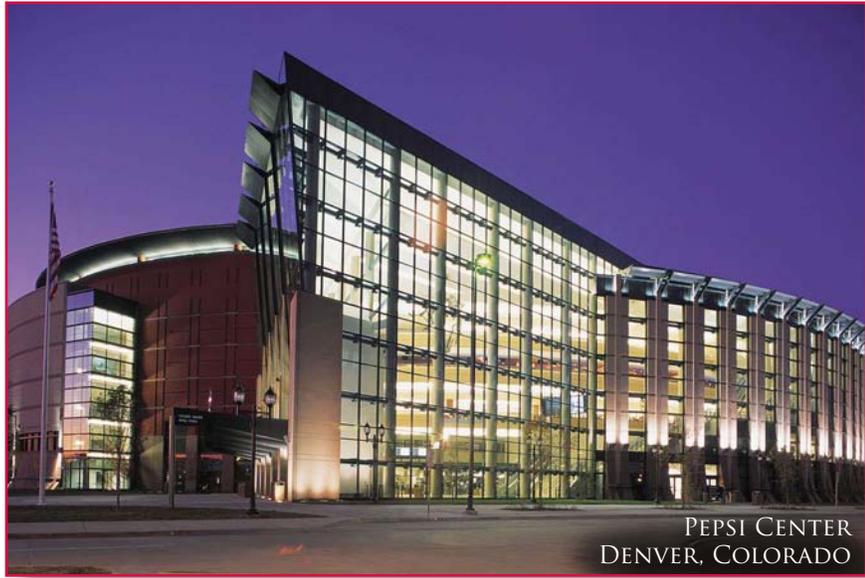


SHERATON GRAND
SACRAMENTO, CALIFORNIA



SACRAMENTO CITY HALL
SACRAMENTO, CALIFORNIA





PEPSI CENTER
DENVER, COLORADO



VITALS:

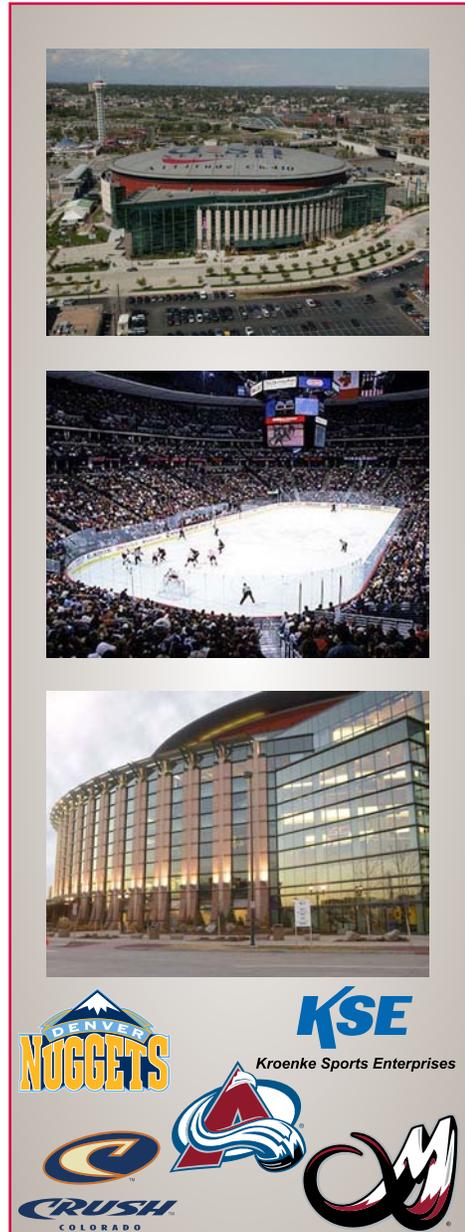
Description: 19,309 seat multi-purpose arena
 Teams: Denver Nuggets (NBA)
 Colorado Avalanche (NHL)
 Owner: Ascent Entertainment Group (in 1999)
 Architect: Populous
 CM/GC: M.A. Mortenson Company
 Project Cost: \$187,000,000
 Status: Completed - October 1, 1999

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission
- Additional Services
 - Naming Rights, Sponsorship Marketing and Sales
 - Premium Seating Marketing and Sales
 - Venue Management and Operations
 - PR, Marketing, and Communications

ICON PROJECT TEAM:

- Tim Romani, President (Ascent)
- Art Aaron, Executive Vice President (Ascent)
- Jim Cronin, COO/CFO (Ascent)
- Marc Farha, Dir. of Construction and Operations (Ascent)
- Tom Noonan, Project Director (M.A. Mortenson Company)
- Ron Sally, Vice President (Denver Nuggets)
- Chris Landry, Project Engineer (M.A. Mortenson Company)



PEPSI CENTER - CONTINUED

REFERENCE:

RELEVANCE TO THIS PROJECT:

This multi-purpose facility was developed after the determination of the team and the NBA that McNichols Arena (former home of the NBA's Denver Nuggets and built in 1975) was no longer economically viable for a mid-market NBA team. Pepsi Center opened in 1999 and became a key economic catalyst in the revitalization of downtown Denver and facilitated the acquisition of the NHL's Quebec Nordiques (renamed the Colorado Avalanche). Hosting more than 200 events annually, Pepsi Center has hosted an NHL All-Star Game, NBA All-Star Game, Democratic National Convention, NCAA Men's Ice Hockey Frozen Four, Western Regional, NCAA Basketball Tournament Games (first and second round games), and is an annual destination point for the premier touring events in North America.



I THINK THE WORLD OF THE ICON VENUE GROUP, AND ESPECIALLY TIM ROMANI AND RON SALLY. THEY HELPED NAVIGATE NOT ONLY THE CONSTRUCTION OF THE PEPSI CENTER AND INVESCO FIELD AT MILE HIGH, BUT THEY ALSO UNDERSTAND THE POLITICS AND THE FINANCING.

GOVERNOR JOHN HICKENLOOPER
STATE OF COLORADO

RELEVANT PROJECTS





SPRINT CENTER
KANSAS CITY, MISSOURI



VITALS:

Description: 18,000-seat sports / entertainment arena
 Owner: City of Kansas City / AEG
 Architect: Downtown Arena Design Team
 (Populous / Ellerbe Becket / 360 Architecture / Rafael Architects)
 CM/GC: Mortenson Construction
 Budget: \$276,000,000
 Status: Completed - October 10, 2007

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Art Aaron, Contract Implementation
- Marc Farha, Project Executive
- Chris Miller, Project Director
- Chris Rasette, Senior Project Coordinator
- Rob Stephens, Project Consultant



SPRINT CENTER - CONTINUED

REFERENCE:

RELEVANCE TO THIS PROJECT:

Sprint Center, located adjacent to the Power & Light District, opened in 2007 (cost of \$276 million) as the cornerstone of the revitalization of downtown Kansas City. The District is now the home for the world headquarters of H&R Block and features condominiums, restaurants, themed bars, movie and live entertainment theaters and mixed retail. Sprint Center is the result of a strong public/private partnership between the City of Kansas City and Anschutz Entertainment Group (“AEG”), an industry leader in entertainment and sports venues. While hosting 17 of the top 20 North American tours last year, Sprint Center was ranked the fifth busiest arena (based on live entertainment box office receipts) in the world by the trade publication Pollstar. Despite not being the home of either an NBA or NHL franchise, the facility was developed in strict compliance with NBA and NHL specifications and has a seating capacity of 18,000 seats including 72 suites and 1,500 club seats. Sprint Center hosts the annual Big 12 men’s and women’s basketball tournaments.



“WORKING WITH ICON FROM THE BEGINNING OF THE PROJECT WAS IDEAL AND CRITICAL TO THE SUCCESS OF THE PROJECT. ICON ASSEMBLED THE RIGHT PROJECT TEAM AND FOSTERED A COOPERATIVE CULTURE THAT ENABLED AN ON TIME, ON BUDGET OPENING OF SPRINT CENTER.”



BRENDA TINNEN, GENERAL MANAGER
SPRINT CENTER



POPULOUS™

Turner

RELEVANT PROJECTS





PRUDENTIAL CENTER
NEWARK, NEW JERSEY

Prudential Center

VITALS:

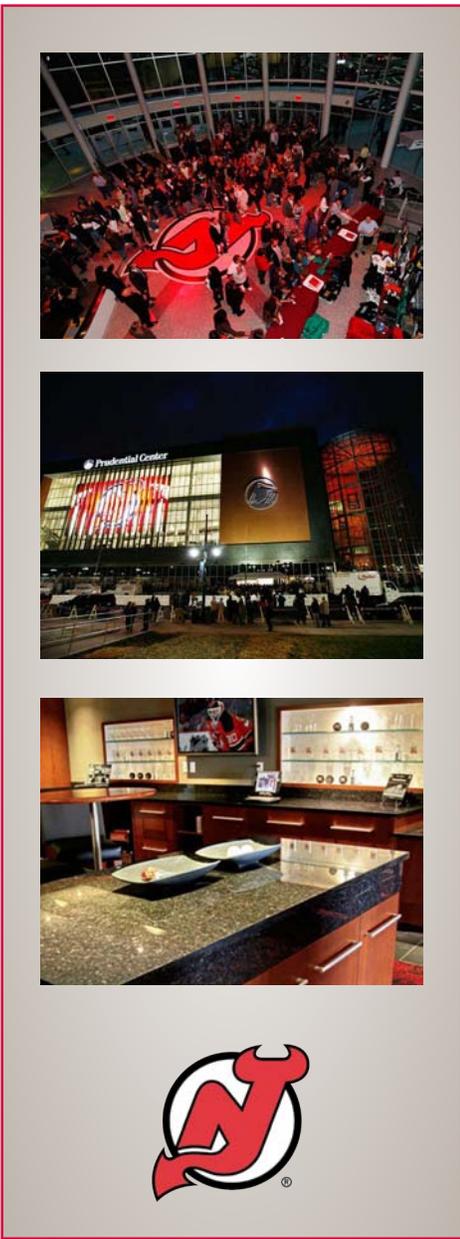
Description: 17,500-seat NHL Arena
 Team: New Jersey Devils (NHL)
 Owner: City of Newark / Devils Renaissance Development
 Architect: Populous (Interior)
 Morris Adjmi Architects (Exterior)
 CM/GC: Gilbane Building Company
 Budget: \$380,000,000
 Status: Completed - October 25, 2007

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Art Aaron, Contract Implementation
- Marc Farha, Project Executive
- Rob Stephens, Project Director
- Tom Noonan, Project Closeout



PRUDENTIAL CENTER - CONTINUED

REFERENCE:

RELEVANCE TO THIS PROJECT:

Opened in 2007 for a total project cost of \$296M, this multi-purpose arena is the home of the NHL's New Jersey Devils with a seating capacity of 17,500 including 76 luxury suites and 2,200 club seats. The arena was the result of a strong public/private partnership between the City of Newark and the Devils. The seating capacity for basketball is 18,500 and the arena was developed in compliance with NBA specifications despite not having an NBA team tenant when it opened. The NBA's New Jersey Nets are currently playing at Prudential Center until the new Barclays Center is completed in Brooklyn in 2012.



RELEVANT PROJECTS



“ICON ALWAYS TOLD ME WHAT I NEEDED TO KNOW AND DID WHAT NEEDED TO BE DONE. THEY WERE THE VOICE OF REASON THAT I RELIED UPON TO GET PRUDENTIAL CENTER BUILT.”



JEFF VANDERBEEK, OWNER AND CHAIRMAN,
NEW JERSEY DEVILS





CONSOL ENERGY CENTER
PITTSBURGH, PENNSYLVANIA



CONSOL ENERGY CENTER

VITALS:

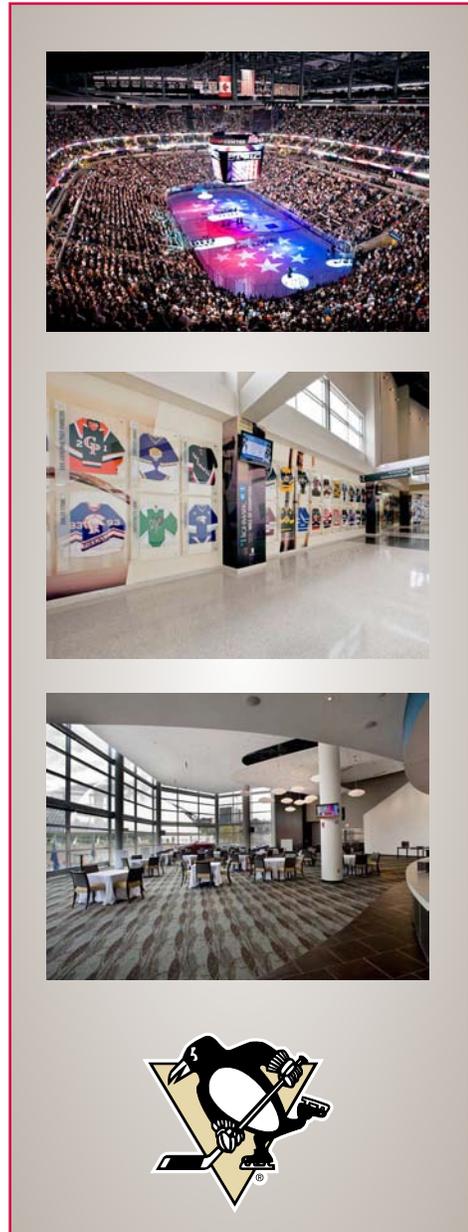
Description: 18,500-seat NHL Arena
 Team: Pittsburgh Penguins (NHL)
 Owner: Sports & Exhibition Authority (SEA)
 Developer: Pittsburgh Penguins
 Architect: Populous
 CM/GC: PJ Dick / Hunt Joint Venture
 Budget: \$321,000,000
 Status: Completed – August 2010

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Marc Farha, Project Executive
- Art Aaron, Contract Implementation and Compliance
- Dan Vaillant, Project Director
- Chris Miller, Project Manager
- Rick Romano, Project Controls Manager



CONSOL ENERGY CENTER - CONTINUED

REFERENCE:

RELEVANCE TO THIS PROJECT:

Opened in August 2010 for \$321 million, Consol Energy Center is the home of the NHL's Pittsburgh Penguins and replaced Mellon Arena which was constructed in 1961. As the first LEED Gold arena ever built, the development of Consol Energy Center featured a strong public/private alliance of the Sports and Exhibition Authority of Pittsburgh and Allegheny County and the Pittsburgh Penguins. In addition to being recognized as the gold standard for NHL arenas, the Consol Energy Center was built in full compliance with the specifications of the NBA and has a seating capacity of 18,500 with 66 luxury suites and 2,000 club seats. In its first year of operation, Consol Energy Center was designated the "Best NHL Arena" by *Sports Business Journal*.



“ICON ALWAYS UNDERSTANDS THE BUSINESS PLAN THAT WE NEED TO ACHIEVE. THEY ARE CREATIVE AND COLLABORATIVE IN HELPING US CONTROL COSTS WHILE OPTIMIZING OUR REVENUE DRIVERS.”



TRAVIS WILLIAMS, VICE PRESIDENT, LEGAL AFFAIRS
PITTSBURGH PENGUINS

RELEVANT PROJECTS



THE SHERATON GRAND



1230 J Street, Sacramento, California

Located just steps from the State Capitol, Sheraton Grand is a 503-room four-diamond hotel adjacent to the Sacramento Convention Center. This public-private partnership with the City of Sacramento is a success story for Sacramento that created a 24/7 urban destination. The centerpiece of the hotel is the historic Public Market Building, built originally in 1923 and designed by world-renowned architect Julia Morgan.

Awards-

- Sacramento Old City Association, “Architectural Achievement Award”, 2001

“THE PROJECT FULFILLS SEVERAL GOALS FOR SACRAMENTO, INCLUDING SIGNIFICANT ENHANCEMENT OF OUR CONVENTION CENTER PERFORMANCE, INCREASED TAX REVENUES FOR THE CITY, RESTORATION OF ONE OF THE REGION’S PROMINENT HISTORIC LANDMARKS, AND PROTECTION OF THE CITY’S GENERAL FUND FROM FINANCIAL RISK.”

BETTY MASUOKA
FORMER ASSISTANT CITY MANAGER

REFERENCE:

RELEVANCE TO THIS PROJECT:

David S. Taylor Interests, Inc. worked closely with the City to develop a financing structure that facilitated the timely development of the hotel without imposing long term financial obligations on the City. When the hotel was sold to private investors in 2008, the City received approximately \$52 million in net proceeds.



RELEVANT PROJECTS



SACRAMENTO CITY HALL



Sacramento's most important civic development in decades includes a new 200,000 s.f. administration building and refurbishment of the 34,000 s.f. existing historic City Hall Building. The complex provides multiple venues for public assembly and offices for more than 700 City staff.

The project preserved and highlighted the character-defining elements of the existing historic structure while establishing a gracious open space around City Hall and a gateway into the grand lobby of the new building.

Awards-

- Gold Nugget Award "Award of Merit" – Best Public/Private Special Use Facility"
- Sacramento Business Journal- 2005 Real Estate Projects of the Year, "Best Public Project"
- Design Build Institute of America (DBIA) Western Pacific Chapter --Design-Build Award 2007

"MR.. TAYLOR IS PERSONALLY RESPONSIBLE FOR DEVELOPING SEVERAL OF THE BEST BUILDINGS IN DOWNTOWN SACRAMENTO, AND WE ARE ESPECIALLY PROUD THAT HE IS THE DEVELOPER FOR OUR MOST SIGNIFICANT NEW PROJECT, THE SACRAMENTO CITY HALL."

MAYOR HEATHER FARGO, 8/27/04

REFERENCE:

RELEVANCE TO THIS PROJECT:

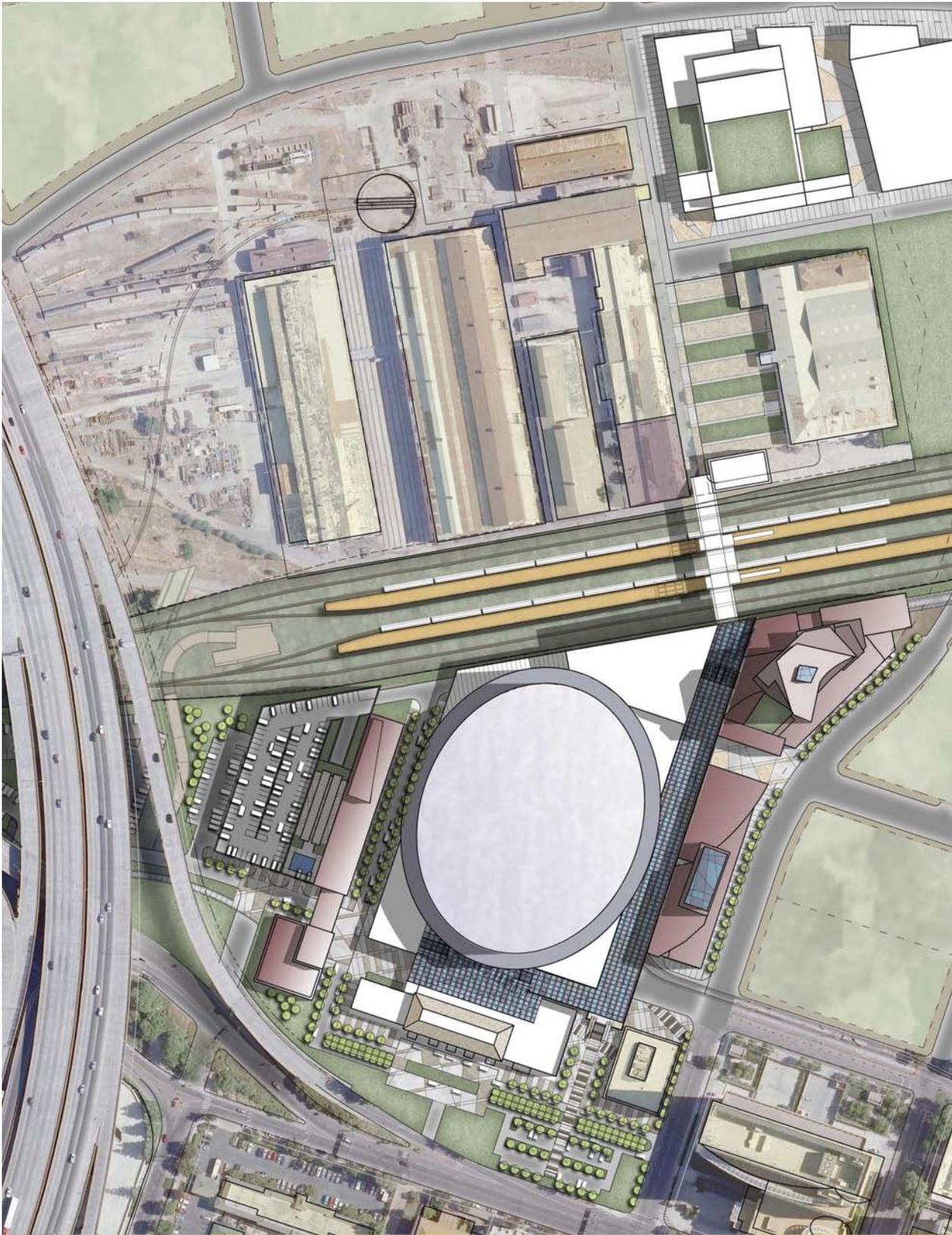
When the City determined that they needed to consolidate City staff in one central location, they determined that the best mechanism to manage budget, schedule and quality was to contract with David S. Taylor Interests, Inc. to develop the project. The Taylor team completed the project on time and under budget, and it exceeded City expectations with respect to design and construction quality.



RELEVANT PROJECTS



TAB 4: PRELIMINARY FEASIBILITY SUBMISSION APPROACH AND WORK PLAN



POPULOUS™

Turner

Preliminary Feasibility Submission

Approach and Work Plan

Approach

If the Sacramento City Council decides to activate the ICON – Taylor team, we will immediately reach out to the key stakeholders and begin the real work necessary to define and shape the fundamental building blocks for a new arena development. As noted in our cover letter in Tab 1, those building blocks are 1) the up front capital costs, 2) revenue drivers, and 3) ongoing operating costs.

- While we have seen wild speculation about how much a new arena project would cost (a 1/31/11 article in the Sacramento Press suggested as much as \$600M), we believe that a realistic program scope has not yet been created, nor has this scope information been used as the basis of viable architectural design concepts and professional cost estimates.
- Similarly, we have seen attempts to list and quantify the potential revenue streams from a new entertainment center but no one has actually done the work needed to test or prove the market or commercial viability of those numbers.
- Further, it is impossible to determine whether or not a development is financially viable without accurate forecasts of the annual operating costs and resulting EBITDA, which have not yet been developed.

Our cover letter includes 10 questions that are central to the debate currently unfolding in Sacramento. They are repeated below because they are the basis of our 90-day work plan.

1. Why does Sacramento need a new arena and why should it be downtown?
2. What are the true underlying economics of a new arena project?
3. What would a new arena look like and how would it enhance our community?
4. How much will a new arena cost and when would it be completed?
5. What are the revenue streams generated by the new arena and how would those be used to help pay for the project and be shared between those who invested in the project?
6. What Public sources could be activated to help fund the arena?
7. What investment would the Kings make toward the arena project and ongoing operating costs?
8. Who would own the new arena and who would operate it?
9. What are the redevelopment opportunities for the current arena site in Natomas?
10. What happens with the existing \$65M City loan?

These building blocks cannot be put in place and these questions cannot be answered without a competent team of people who know how to put arena development deals together 1) conducting a focused and diligent investigation and 2) producing the analysis.

Work Plan

In this section, ICON – Taylor outlines a clear and concise 90 day work plan that would comprehensively examine the feasibility of developing a new sports and entertainment center in Sacramento. The intention of the analysis is to discern, with conviction, if there is a viable plan to build a new arena and, if so, what public and private financing options would be reasonably available and necessary to make it work.

Our 90-day work plan is presented in CPM format at the end of this section. The schedule we originally submitted assumed a February 1, 2011 start date, which will be adjusted to the actual start date based on if and when the Sacramento City Council decides to activate our team. The following narrative describes in more detail the six steps or action items listed in the schedule:

- Step 1 - Conduct Initial Meetings with Key Stakeholders
- Step 2 – Develop New Arena Program and Concept Design
- Step 3 – Generate Project Budget and Schedule
- Step 4 – Produce New Arena Preliminary Development Plan “PDP”
- Step 5 – Follow Up with Key Stakeholders
- Step 6 – Prepare Preliminary Feasibility Submission for City Council

Step 1 - Conduct Initial Meetings with Key Stakeholders

The ICON – Taylor team will conduct initial meetings with the Sacramento Kings, the NBA, the City of Sacramento, Inland American, State and Federal Agencies, Third Party Developers and Arena Operators. Below is a list of some of the issues to be addressed with each stakeholder.

Sacramento Kings

- ✓ Review any existing Kings pro-forma or revenue forecasts for a new arena
- ✓ Define arena programming needs and expectations of the team (e.g., square footage, seating capacity, suites and premium seats, sponsor fulfillment).
- ✓ Discuss revenue sharing and operating expense sharing expectations of the team
- ✓ Establish the desired time frame for the development of a new arena
- ✓ Discuss expectations relating to ownership, management and control of the arena
- ✓ Surface any issues relating to the existing team debt to City
- ✓ Discuss team payments toward arena development, and
- ✓ Identify any other pertinent design elements (NBA, NHL, FF&E, etc.)

NBA

- ✓ Obtain all relevant facts related to past efforts for a new arena development from League Office/ John Moag
- ✓ Determine all relevant League expectations or mandates for a new arena in Sacramento, and
- ✓ Utilize our NBA arena experience and success to uncover any unknowns about an arena in Sacramento.

City of Sacramento

- ✓ Conduct meetings with the Mayor, City Council Members, City Manager and any designated City staff members
- ✓ Discuss the nature and scope of any potential City contribution to a new arena development (e.g., land, bonds, TIF, etc.)

- ✓ Define the applicable process for securing each type of City contribution toward a new arena development
- ✓ Identify the City's expectations for revenue sharing and operating expense sharing
- ✓ Discuss City's expectations relating to ownership, management and control of a new arena, and
- ✓ Identify other potential public and private stakeholders that should be evaluated.

Inland American

- ✓ Discuss Inland's plans for the development and use of the Railyards property
- ✓ Discuss if and how an arena development at the Railyards site fits into Inland's plans for the property and how an arena could be best integrated
- ✓ Review the current status and future schedule for the ongoing infrastructure installations, including track relocation, on the Railyards property along with any applicable infrastructure funding, and
- ✓ Review all applicable information obtained and produced by Thomas Enterprises and now possessed by Inland related to the arena proposal submitted previously to the Task Force (including development plan).

State and Federal Agencies

- ✓ Identify and engage with potential state and federal agencies that may be able to support a new arena development integrated with an intermodal transportation center
- ✓ Determine both the nature and scope of the potential support of any applicable state and federal agencies and the corresponding requirements and process to secure such support. and
- ✓ Conduct meetings with appropriate officials from the relevant agencies to discuss necessary steps to obtain available funding.

Third Party Developers

- ✓ Determine opportunities relating to development of the existing arena site and the adjacent City and Team owned land in Natomas and how such redevelopment would benefit the Natomas community and contribute to the new arena development, and
- ✓ Conduct meetings with interested developers to discuss their specific Natomas redevelopment plans and the necessary steps to obtain potential funding or other development assistance.

Arena Operators

- ✓ Engage in discussions with potential arena operators and identify potential financial and arena utilization forecasts
- ✓ Determine and quantify interest in providing capital contribution and any related terms and conditions
- ✓ Obtain arena programming input for other event needs, and
- ✓ Determine the level of interest of AEG, which operates several NBA facilities, including Staples Center (LA Lakers/LA Clippers), Rose Garden (Portland Trailblazers), and American Airlines Arena (Miami Heat).

Step 2 – Develop New Arena Program and Concept Design

- ✓ Confirm market-valid arena revenue components and quantities
- ✓ Generate a Program Narrative and Matrix focusing on space efficiency and cost effectiveness, and
- ✓ Produce arena concept drawings including site plan, general arrangement plans, cross sections, building elevations and renderings.

Step 3 – Generate Project Budget and Schedule

- ✓ Evaluate the arena program and concept drawings and produce construction cost estimates for the arena, intermodal facility and related infrastructure, and
- ✓ Generate an all-inclusive project budget and a comprehensive project schedule incorporating all aspects of the arena, intermodal facility and related infrastructure.

Step 4 – Produce New Arena Preliminary Development Plan (PDP)

The PDP is intended to be a development based document that provides all of the basic information needed in order to perform a preliminary evaluation of the feasibility and costs associated with a new arena development.

- ✓ Evaluate the preliminary design and cost estimate for a new arena
- ✓ Explore options for minimizing development costs and maximizing operating revenue and income
- ✓ Refine the complete arena project budget and schedule
- ✓ Generate arena project development pro-formas, and
- ✓ Identify and evaluate funding sources and funding shortfall, if any.

Step 5 – Follow Up with Key Stakeholders

Once the PDP is completed it will serve as a baseline Arena Development Strategy that must be vetted with key stakeholders to confirm its underlying structure and assumptions.

- ✓ Present PDP to key stakeholders for review and comment
- ✓ Revise and refine the PDP based on stakeholder input, and
- ✓ Refine PDP to include with Preliminary Feasibility Submission to the City Council.

Step 6 – Prepare Preliminary Feasibility Submission for City Council

The final step of the 90-day plan is to prepare the Preliminary Feasibility Submission for the City Council. This final report will outline the process and deliverables for a new arena, generally consistent with the outputs described in Attachment 1 to John Dangberg’s January 27, 2011 letter to David S. Taylor. The ICON – Taylor Preliminary Feasibility Submission will present a definitive account of the opportunities and constraints surrounding a modern, world class sports and entertainment center in Sacramento. The real work will be completed by our team, the building blocks will be in place and the critical questions will be answered. We will either present a viable arena development plan or advise the public and private sector leaders of Sacramento to focus their energies on other more productive pursuits.

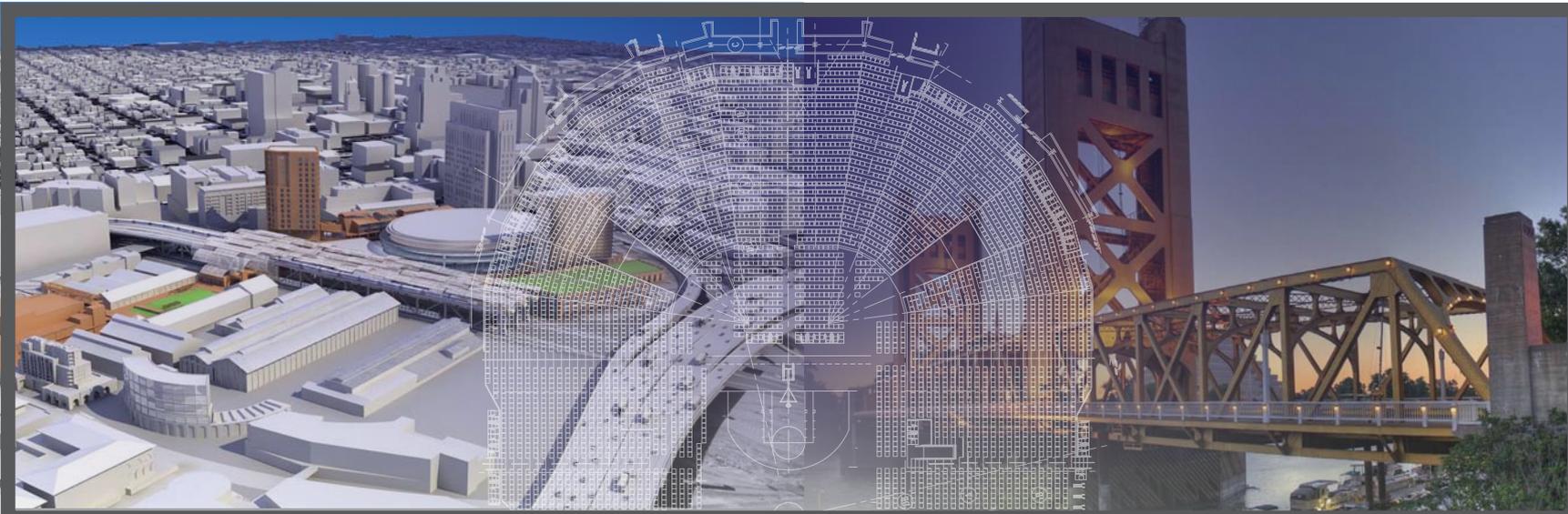
PLEASE REFER TO THE FOLLOWING CPM SCHEDULE FOR OUR 90-DAY WORK PLAN FOR MORE CLARITY RELATING TO DURATIONS, SEQUENCING AND COORDINATION OF THE ACTION ITEMS.



ID	Task Name	Duration	Start	Finish	February					March			April			Ma					
					1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10	4/17	4/24	5/1	
1	Sacramento Arena 90-Day Plan	64 days	2/1/11	4/29/11																	
2	Receive Notice to Proceed from City Council	0 days	2/1/11	2/1/11																	
3	Conduct Initial Meetings with Key Stakeholders	8 days	2/2/11	2/11/11																	
4	Sacramento Kings	3 days	2/2/11	2/4/11																	
5	NBA	3 days	2/2/11	2/4/11																	
6	City of Sacramento	3 days	2/2/11	2/4/11																	
7	Inland American	5 days	2/7/11	2/11/11																	
8	State and Federal Agencies	5 days	2/7/11	2/11/11																	
9	Third Party Developers	5 days	2/7/11	2/11/11																	
10	Arena Operators	5 days	2/7/11	2/11/11																	
11	Develop New Arena Program and Concept Design	25 days	2/14/11	3/18/11																	
12	Confirm Market Valid Arena Revenue Components and Quantities	5 days	2/14/11	2/18/11																	
13	Generate Program Narrative and Matrix	5 days	2/21/11	2/25/11																	
14	Produce Arena Concept Drawings	15 days	2/28/11	3/18/11																	
15	Generate Project Budget and Schedule	13 days	3/16/11	4/1/11																	
16	Produce Construction Cost Estimates for Arena, Intermodal and Infrastructure	11 days	3/16/11	3/30/11																	
17	Generate All Inclusive Project Budget	5 days	3/28/11	4/1/11																	
18	Generate Comprehensive Project Schedule	5 days	3/28/11	4/1/11																	
19	Produce New Arena Preliminary Development Plan "PDP"	14 days	3/21/11	4/7/11																	
20	Evaluate the preliminary design and cost estimate for a new arena	5 days	3/21/11	3/25/11																	
21	Explore options for minimizing development costs and maximizing operating revenue and income	5 days	3/28/11	4/1/11																	
22	Refine the complete arena project budget and schedule	5 days	3/28/11	4/1/11																	
23	Generate arena project development pro-formas	5 days	3/28/11	4/1/11																	
24	Identify and evaluate potential funding sources	8 days	3/28/11	4/6/11																	
25	Produce Preliminary PDP	2 days	4/6/11	4/7/11																	
26	Follow Up with Key Stakeholders	10 days	4/11/11	4/22/11																	
27	Present PDP to Key Stakeholders for Review and Comment	5 days	4/11/11	4/15/11																	
28	Revise and Refine PDP per Stakeholder Input	2 days	4/18/11	4/19/11																	
29	Produce Final PDP	3 days	4/20/11	4/22/11																	
30	Prepare Final Report for City Council	5 days	4/25/11	4/29/11																	
31	Outline Process and Deliverables	5 days	4/25/11	4/29/11																	
32	Identify Opportunities and Challenges	5 days	4/25/11	4/29/11																	
33	Discuss Overall Development Feasibility	5 days	4/25/11	4/29/11																	
34	Present PDP	0 days	4/29/11	4/29/11																	

Project: Sacramento Arena 90 Day Pla Date: 2/2/11	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

SACRAMENTO ARENA



DAVID S. TAYLOR
INTERESTS, INC.

POPULOUS™

Turner

LETTER OF INTEREST
DECEMBER 30, 2010

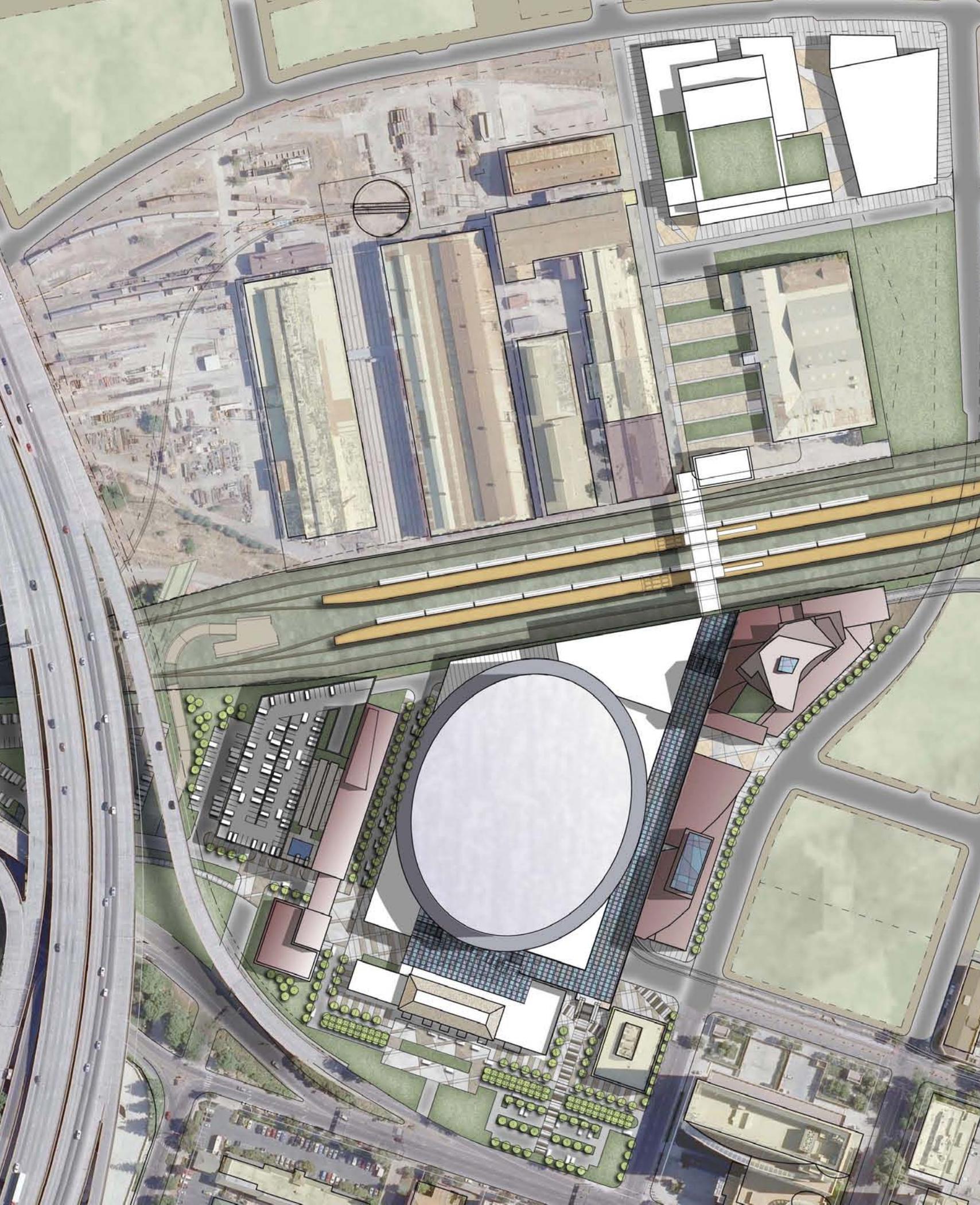


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Turner Construction Company Information	Tab 4



POPULOUS™

Turner



December 30, 2010

Sacramento First Task Force
c/o Mark Harris
1215 K Street
Suite 1700
Sacramento, CA 95814

Subject: Letter of Interest

Dear Mr. Harris:

ICON Venue Group (ICON) and David S. Taylor Interests (Taylor) are pleased to offer this letter to express our interest in working with the City of Sacramento in its effort to develop a new sports and entertainment center.

We understand that the Task Force has invited the top proposers from its prior RFO process to revise and resubmit their proposals for further evaluation. Having not submitted a prior offer and given the short time allowed for this submittal, this Letter of Interest is not intended to offer a comprehensive arena development plan. Rather, our intent is to provide an alternative path forward in the event that the Task Force determines that the updated proposals from the Convergence or CORE teams would not lead to a successful arena development.

Although we are not presenting a comprehensive arena development plan at this time, the team and approach outlined below clearly offers a collection of resources and action items that are capable of finding an arena solution for Sacramento.

Arena Development Team

The ICON – Taylor team offers the ideal combination of extensive arena specific expertise and proven local development experience. In addition, we propose to work on an exclusive basis with the global venue design firm, Populous, and the top tier sports builder, Turner Construction. Our team brings together the best and brightest minds in the industry to work with the Task Force, the City and all stakeholders to make your vision a reality.

ICON is a world leader in sports facility project development, having delivered venues for franchises in every professional sports league in the U.S. and numerous venues abroad, with aggregate project values totaling more than \$4 billion. Our arena and stadium development experience is unequalled by any other project management firm in the industry worldwide with more than 20 high profile and high risk projects in our portfolio. Each of our projects have been delivered on schedule and on budget, without exception.

Taylor is a leading developer in Sacramento whose multiple Class A buildings downtown include the Sheraton Grand Hotel, US Bank Tower on Capital Mall, and Esquire Plaza. David Taylor has been committed to downtown Sacramento for 20 years. He

strongly believes it is critical to locate the proposed entertainment and sports complex in the heart of the Sacramento region as a way to create a world class destination in Sacramento's urban center.

Populous is a preeminent international architectural design firm whose sports and entertainment portfolio includes three recently completed arena projects in Pittsburgh, Orlando and Louisville. Populous was also the lead designer for the O2 Arena in London, O2 World in Berlin and Sprint Center in Kansas City.

Turner is one of the world's most experienced and respected builders in the sports industry with arena and stadium projects around the world. Turner has constructed several of the most iconic sports projects ever built including Yankee Stadium and Madison Square Garden in New York City. Turner's arena portfolio includes major league venues in Orlando, Cleveland, Portland, Nashville, Columbus and Anaheim.

Proposed Approach

The focus of our approach will be to analyze the underlying economics of a single team arena in the Sacramento market and identify viable arena funding strategies. We will build on the fundamental elements and proposed site from the Thomas Enterprises "Railyards" offer submitted last March to the Task Force. Specifically, the Populous design integrating the arena and intermodal transportation center is a smart plan and one that potentially activates a number of transportation related funding sources. Throughout our process, we would endeavor to enhance the relationship between the arena and intermodal transportation center and the critical connectivity of these two prominent downtown amenities.

The Railyards site is currently controlled by Inland American who foreclosed on the parcel and is currently evaluating their options with respect to the future of the site. Consequently, one of our initial tasks will be to engage in discussions with Inland to determine how an arena development could fit into their future plans for the property.

Ultimately, we are proposing to work initially on behalf of the City to evaluate project development and funding strategies that could lead to the design and construction of a new sports and entertainment complex in downtown Sacramento. It is our expectation that as a result of this evaluation, we can identify those tasks and decisions that lie on the critical path toward realizing the City's grand vision for a downtown arena.

The initial activities that we would undertake include:

1. Meet with key stakeholders, including representatives of the City, State, Federal agencies, community groups, NBA, Maloof Entertainment, Inland, and other potential developers, operators and tenants to establish each of their potential participation in the development.
2. Outline specific approaches to minimizing project development costs and optimizing operating revenues / income.
3. Refine arena design schemes to illustrate the arena and intermodal facilities and generate construction cost estimates and full project budget and schedule plans.

4. Develop a series of project development pro-formas to test potential financing strategies.
5. Re-engage key stakeholders in general negotiations to test initial viability of various financing options.
6. Generate an overall conceptual approach to the programming, financing, design, development, construction, and operations of the new arena
7. Prepare and present a report to the Task Force and/or City, as requested, describing the opportunities and constraints with the objective of crafting a viable arena development plan.

Commitment and Timing

The team that we have assembled is prepared to perform the services described above at no cost to the City or the Task Force until such time as we determine either that an executable plan can be developed and presented to the City, or that there are not sufficient resources available for the project to be successful. It is our current expectation that this evaluation process can be completed over the first quarter of 2011. Once an executable arena development plan is presented to the City, then we anticipate that our team members would be engaged by the eventual developers of the project to deliver a world class facility for the citizens of Sacramento.

Again, we are confident that the ICON – Taylor team offers a perfect combination of local development experience and international arena expertise. We have vast experience guiding venue developers, governmental entities and team owners through these analyses and ultimately generating an action plan for delivering a successful project. It is our sincere belief that the focused effort that we are proposing to examine the underlying economics relating to developing a new arena at the Railyards location provides the best opportunity to ultimately present an executable plan that would finally realize the City's vision for a new downtown sports and entertainment destination.

We welcome the challenge and opportunity to work with you and look forward to launching forward immediately upon your direction.

Very truly yours,

ICON VENUE GROUP, LLC



Timothy D. Romani
President and CEO

DAVID S. TAYLOR INTERESTS



David S. Taylor
President and CEO



OUR FOUNDATION

ICON Venue Group, LLC (ICON), the first and only firm of its kind, provides a full spectrum of venue development and management for sports, entertainment, and public assembly facilities. Based in Denver, Colorado, ICON is a joint venture between Anschutz Entertainment Group (AEG), a world leader in live entertainment and venue management, and Romani Group, Inc., a premier venue development company. ICON combines the knowledge of an experienced venue manager with the technical competence of a leading facility developer to create an incomparable resource for cities and team owners looking to build and operate venues of the highest quality.



O2 WORLD - BERLIN, GERMANY

OUR DIFFERENCE



INVESCO FIELD AT MILE HIGH
- DENVER, COLORADO

ICON maintains a unique and invaluable position in the facility development industry. Tim Romani, ICON President and CEO, and his management team have served directly in the Owner position for both public and private sector organizations. Consequently, ICON has the unique ability to provide project expertise based on years of universal accountability for cost, schedule, and the functional and financial performance of its projects. In addition, ICON possesses direct experience in sports facility development and knowledge of facility components. Such unique experience distinguishes ICON from other “consultants” in the sports and entertainment facility development marketplace.

OUR EXPERIENCE

ICON has a wealth of venue development and management experience including the following facilities: Pepsi Center, Invesco Field at Mile High, Sprint Center, O2 World in Berlin, Comiskey Park, The O2 in London, and Jobing.com Arena. Currently, the scope of ICON’s services represents home venues for MLB, NBA, NHL, NFL, and MLS franchises totaling more than \$3,000,000,000. Numerous teams, including the Chicago White Sox, L.A. Lakers, Denver Nuggets, Colorado Avalanche, Denver Broncos, Colorado Rapids, ReAL Salt Lake, Chicago Fire, New Jersey Devils, Eisbaren Berlin, Alba Berlin, and Phoenix Coyotes, play in venues built under the guidance of ICON personnel.



DICK'S SPORTING GOODS PARK -
COMMERCE CITY, COLORADO

During the past two decades, the ICON management team has consulted on major projects in Boston, Charlotte, Chicago, Cleveland, Denver, Indianapolis, Los Angeles, Memphis, Seattle, San Jose, St. Paul, Phoenix, Winston-Salem, and Wichita. Currently, ICON is engaged in project management for stadium and arena projects in London, Rome, Philadelphia, Oklahoma City, Denver, Ontario, and Pittsburgh.



OUR EXPERTISE

ICON possesses specific expertise in facility feasibility, finance, planning, programming, design, construction, and operations. In addition to developing many of the world's finest sports venues, ICON has also had complete responsibility for the commissioning and start-up operations for several of these facilities. Consequently, ICON has developed unparalleled expertise in sports facility systems, equipment and operations, food and beverage contracts and implementation, FF&E procurement and installation, event management, and league-related issues.

Additionally, ICON has directly solicited, negotiated and secured major naming rights contracts with clients like INVESCO and Pepsi. ICON has also completed category-exclusive sponsorships, concession contracts, and contractually-obligated-income transactions ranging from \$10 million to \$120 million. Finally, ICON has also successfully negotiated and documented several development agreements involving state and municipal governments along with negotiating leases between professional sports teams and venue owners.



PRUDENTIAL CENTER -
NEWARK, NEW JERSEY

OUR COMMITMENT



US CELLULAR FIELD (ORIGINALLY
COMISKEY PARK) - CHICAGO, ILLINOIS

ICON provides a completely new and unique perspective and approach to project management. Because of our experience as the Owner and Client with comprehensive accountability for all aspects of projects like Pepsi Center, Dick's Sporting Goods Park, and The O2 in London, our standards as an Owner's representative are unmatched. Unlike the pure "consultants" in the industry, we understand and have experience with the intensity and anxiety that accompanies having the ultimate accountability for major projects. Our commitment to each client and project is founded in that perspective. ICON is the most expert and trusted resource in the sports and entertainment facility industry. Our energy, expertise, and passion are our cornerstones and we commit them fully on each and every project.

CONTACT US

USA Headquarters

8101 E. Prentice Avenue, Suite 900
Greenwood Village, CO 80111
Phone: 303-796-2655
Fax: 303-796-2658

info@iconvenue.com
www.iconvenue.com

European Headquarters

Friedrichstrasse 76
10117 Berlin, Germany
Phone: +49 (30) 2060708400
Fax: +49 (30) 2060708111

TIMOTHY D. ROMANI

PRESIDENT AND CEO



Tim Romani has been a leader in the sports facility development industry for over 20 years and is directly responsible for guiding and completing landmark stadium and arena projects for NBA, NHL, NFL, MLB, and MLS teams totaling more than \$3 billion.

Mr. Romani is currently overseeing his staff for stadium, arena, and development projects in Los Angeles, Rome, Berlin, Portland, Denver, Pittsburgh, and Philadelphia. He recently served as Vice Chancellor of Planning and Development for the University of Colorado in addition to his responsibilities with ICON. In that capacity, he was responsible for planning and constructing the new Anschutz Medical Campus in Aurora, Colorado, which involved three hospitals, a world-renowned medical research complex, and the entire University of Colorado Health Sciences Center campus totaling approximately \$2 billion and 4 million square feet.

Mr. Romani's innovative and sophisticated approach to project management, particularly in the focus areas of Preconstruction and Project Controls has revolutionized the way sports projects are delivered. Establishing, communicating and managing cost and schedule mandates is the hallmark of how ICON Venue Group operates on behalf of its clients and sets ICON apart from all other firms.

Having served as Executive Director of the Illinois Sports Facilities Authority and the Denver Metropolitan Football District, Tim is a proven public sector executive skilled in guiding large, high profile projects through complex political landscapes. Comiskey Park and INVESCO Field are recognized as two of the most successful public and public / private ventures in modern era sports development.

Qualifications

- 20+ years as a Facility Development Executive
- Developed Sports and Entertainment projects spanning each of the five major professional sports leagues
- Lead Executive for numerous Public Authorities and Private Sports Franchises responsible for venue projects throughout the US and Europe
- Former Board Member, Downtown Denver Partnership
- Former Board Member, Denver Metro Chamber of Commerce

Education

- Master's Degree from California State University, 1987
- Bachelor of Science, University of Illinois, 1984

RELATED EXPERIENCE

Comiskey Park, MLB (White Sox) Stadium, Chicago, IL	\$250,000,000
Pepsi Center, NBA (Nuggets) /NHL (Avalanche) Arena, Denver, CO	\$185,000,000
INVESCO Field at Mile High, NFL (Broncos) Stadium, Denver, CO	\$400,700,000
Jobing.com Arena, NHL (Coyotes) Arena, Glendale, AZ	\$220,000,000
Colorado Convention Center Expansion, Denver, CO	\$308,000,000
Dick's Sporting Goods Park, MLS (Rapids) Stadium, Commerce City, CO	\$160,000,000
The O2, Arena, London, England	£164,000,000
Sprint Center, NBA/NHL Arena, Kansas City, MO	\$276,000,000
Prudential Center, NHL (Devils) Arena, Newark, NJ	\$373,000,000
O2 World, Arena, Berlin, Germany	€165,000,000
CONSOL Energy Center, NHL (Penguins) Arena, Pittsburgh, PA	\$321,000,000





ARTHUR M. AARON CHIEF OPERATING OFFICER



Art Aaron, Chief Operating Officer, brings over 25 years of experience to the ICON Venue Group executive team. He has structured and negotiated numerous public and private company acquisitions, dispositions, reorganizations and restructurings, and has been responsible for the negotiation and completion of agreements relating to the development, financing, leasing, and operation of sports and entertainment venues, professional sports teams, film production and distribution, and telecommunications businesses.

Qualifications

- Executive Vice President, Ascent Entertainment Group
- Senior legal officer involved in the purchase of the Quebec Nordiques, and its move to Denver
- M&A Lawyer, Skadden Arps Slate Meager & Flom
- Army Medical Service Corps Officer in Augsburg, Germany
- Health Facilities Project Officer, Army Medical Service Corp

Education

- Bachelor of Science in Management Science, Massachusetts Institute of Technology, 1984
- Master's in Education in Human Services Management, Boston University
- Juris Doctor from Harvard Law School

His primary responsibilities include serving as the negotiator for company and project-related contracts, overseeing contract compliance on new projects, and developing business terms for the firm's new business. Over his six years with Romani Group and ICON, Mr. Aaron has served as counsel on almost every on of the company's project engagements.

Prior to joining ICON, Mr. Aaron worked closely with Tim Romani during the development, financing, and construction of Pepsi Center, the \$185 million home of the Denver Nuggets and the Colorado Avalanche while he was Executive Vice President of Ascent Entertainment Group. The asset-backed financing of the Pepsi Center was the first of its kind for a sports and entertainment facility. Mr. Aaron had joined Ascent in April 1995 after working for two years for its parent company, COMSAT Corporation, a public telecommunications company. As Ascent's senior legal officer, he almost immediately became involved in Ascent's purchase of the Quebec Nordiques NHL franchise and its move to Denver to become the Colorado Avalanche.

Mr. Aaron negotiated Ascent's sale to Liberty Media Corporation in June 2000, after which he worked with Liberty Media until July 2001 on Liberty's disposition of the Pepsi Center, Nuggets and Avalanche, and other Ascent assets.

RELATED EXPERIENCE

Contract Negotiation and Compliance for:

Pepsi Center, NBA (Nuggets) /NHL (Avalanche) Arena, Denver, CO	\$185,000,000
Dick's Sporting Goods Park, MLS (Raptors) Stadium, Commerce City, CO	\$160,000,000
The O2, Arena, London, England	£164,000,000
Sprint Center, NBA/NHL Arena, Kansas City, MO	\$276,000,000
Prudential Center, NHL (Devils) Arena, Newark, NJ	\$373,000,000
O2 World, Arena, Berlin, Germany	€165,000,000
CONSOL Energy Center, NHL (Penguins) Arena, Pittsburgh, PA	\$321,000,000

RONALD O. SALLY

SENIOR VICE PRESIDENT



Qualifications

- Founder and Chief Executive Officer, Maverick Consulting
- President, Colorado Crush
- Owner's Representative and Chief Operating Officer, Colorado Crush
- Senior Vice President, Kroenke Sports and Entertainment
- Vice President, Denver Nuggets
- General Counsel, Denver Nuggets and Colorado Avalanche
- Senior Vice President, Ascent Sports
- Assistant General Counsel and Director of Business Affairs, Denver Nuggets

Education

- Juris Doctorate, UCLA School of Law
- Bachelor of Arts, Duke University

Ron Sally has over 18 years of public and private company experience in the areas of sports and entertainment, business operations, marketing, new ventures, executive management, business affairs, and legal matters. As Senior Vice President, Ron is engaged in a number of responsibilities pertaining to business affairs. His responsibilities include developing new business, negotiating contracts and other legal matters, and directing general business matters.

Prior to joining ICON, Mr. Sally was the founder and Chief Executive Officer of Maverick Consulting. Maverick Consulting provided consultative executive problem-solving services along with strategic and tactical solutions for business functions including operations, branding, strategic planning, marketing, and organizational structure.

Prior to launching Maverick Consulting, Mr. Sally acquired invaluable experience in the NBA, NHL, and Arena Football League as an executive in the management of several sports teams and holding companies. His positions included President of the Colorado Crush, Owner's Representative and Chief Operating Officer of the Colorado Crush, Senior Vice President of Kroenke Sports and Entertainment, Vice President of the Denver Nuggets, General Counsel for the Denver Nuggets and Colorado Avalanche, Senior Vice President of Ascent Sports, and Assistant General Counsel and Director of Business Affairs for the Denver Nuggets.

Mr. Sally was the recipient of the AFL Commissioner's Award for outstanding team business operations, and the recipient of 2001 Pro Team Community Award. Prior to his career in professional sports, Mr. Sally was a prominent attorney in California with the law firms of Reed & Smith in Los Angeles (previously Crosby, Heafey, Roach & May) and Santa Monica's Haight, Brown & Bonesteel.

RELATED EXPERIENCE

Rio Tinto Stadium, MLS (ReAL) Stadium, Sandy, UT	\$110,000,000
Red Bull Park, MLS (Red Bulls) Stadium, Harrison, NJ	\$149,000,000
Citizens Business Bank Arena, Ontario, CA	\$130,000,000
PPL Park, MLS (Union) Stadium, Chester, PA	\$110,000,000
Boettcher Concert Hall Renovation, Denver, CO	\$90,000,000
National Football League Feasibility Planning	





JAMES A. CRONIN

SENIOR VICE PRESIDENT



Jim Cronin has over 26 years of public and private company financial and operational experience. During his career, Mr. Cronin has raised in excess of \$2 billion in debt and equity capital.

Currently, Mr. Cronin is engaged in feasibility analyses and structuring development plans for ICON special projects. For these projects, he conducts financial projections and models, as well as performing demographic analyses, site selection, deal structure, and raising capital for development plans.

Qualifications

- COO/CFO, deuxo
- COO/CFO, Ascent Entertainment
- Partner, Alfred Checchi Associates
- President and CEO, Tiger International, Inc.

Education

- Bachelor of Science in Economics, University of California at Los Angeles, 1976
- MBA, University of California at Berkeley, 1978

Prior to joining ICON, Mr. Cronin was the Chief Operating Officer and Chief Financial Officer at deuxo, a privately-held software startup company. In 1996, Mr. Cronin joined Ascent Entertainment as Chief Operating Officer and Chief Financial Officer where he oversaw operating subsidiaries including the Denver Nuggets, the Colorado Avalanche, and Ascent Sports. During this time, he also collaborated in the development, financing, construction, and operations of the Pepsi Center. He also shared the responsibility for raising in excess of \$500 million in debt and equity capital and the sale of Ascent Entertainment to Liberty Media Group.

Mr. Cronin's operating experience also includes the privatization of Northwest Airlines as partner with Alfred Checchi Associates. He spent 10 years with Tiger International, Inc., a NYSE-listed company and its subsidiaries, where he rose to the position of President and Chief Executive Officer. He was responsible for the successful sale of the company to Federal Express. He was also actively involved as a board member and investor in several companies including Forward Air and LandAir.

RELATED EXPERIENCE

Pepsi Center, NBA (Nuggets) /NHL (Avalanche) Arena, Denver, CO	\$185,000,000
Ford Center Renovation, NBA (Thunder) Arena, Oklahoma City, OK	\$101,000,000

Financial Modeling, Feasibility Analysis, and Site Comparison for the following:

- Boston Celtics Feasibility Study, Boston, MA
- Broomfield Event Center, Broomfield, CO
- Downtown Louisville Arena Site Comparison Study, Louisville, KY
- Seattle Arena Feasibility Study, Seattle, WA



PEPSI CENTER
DENVER, COLORADO



VITALS:

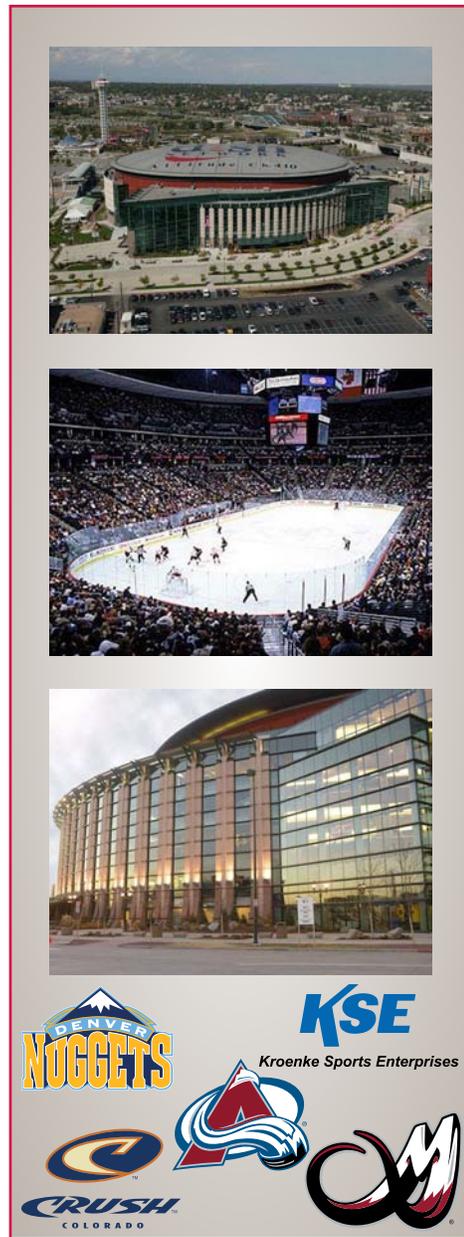
Description: 19,309 seat multi-purpose arena
 Teams: Denver Nuggets (NBA)
 Colorado Avalanche (NHL)
 Owner: Ascent Entertainment Group (in 1999)
 Architect: Populous
 CM/GC: M.A. Mortenson Company
 Project Cost: \$187,000,000
 Status: Completed - October 1, 1999

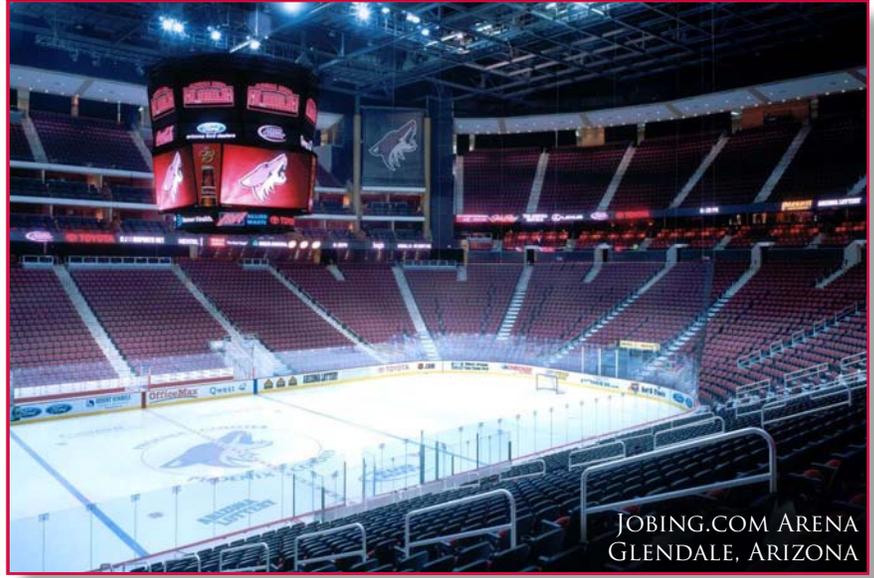
SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission
- Additional Services
 - Naming Rights, Sponsorship Marketing and Sales
 - Premium Seating Marketing and Sales
 - Venue Management and Operations
 - PR, Marketing, and Communications

ICON PROJECT TEAM:

- Tim Romani, President (Ascent)
- Art Aaron, Executive Vice President (Ascent)
- Jim Cronin, COO/CFO (Ascent)
- Marc Farha, Dir. of Construction and Operations (Ascent)
- Tom Noonan, Project Director (M.A. Mortenson Company)
- Ron Sally, Vice President (Denver Nuggets)
- Chris Landry, Project Engineer (M.A. Mortenson Company)





JOBING.COM ARENA
GLENDALE, ARIZONA



VITALS:

Description: 18,500-seat sports / entertainment arena
 Team: Phoenix Coyotes (NHL)
 Arizona Sting (NLL)
 Owner: The Ellman Companies
 Architect: Populous
 CM/GC: Perini Building Company
 Cost: \$200,000,000
 Status: Completed - December 26, 2003

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

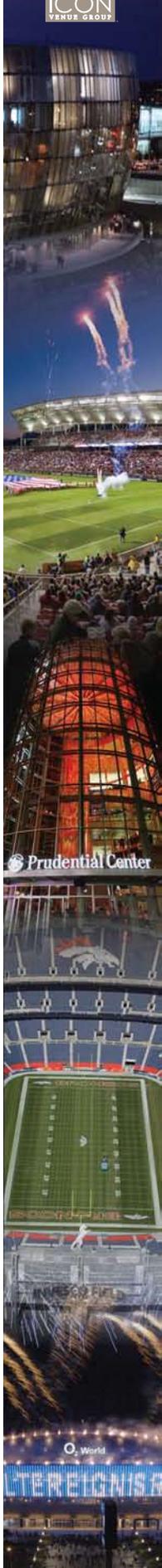
ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Marc Farha, Project Executive (Arena)
- Tom Noonan, Project Executive (Site Development)





THE O2
LONDON, UNITED KINGDOM



The O₂

VITALS:

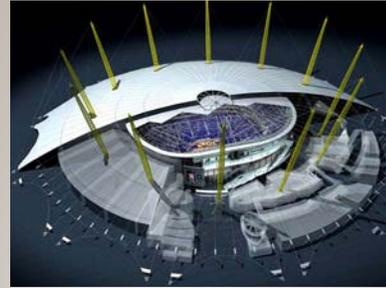
Description: 20,000-seat sports/entertainment arena
 Owner: AEG
 Architect: Populous
 CM/GC: Sir Robert McAlpine
 Budget: £150,000,000
 Status: Completed - June 24, 2007

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Tom Noonan, Project Executive
- Gary Hunt, Project Director
- Tommy Foster, Project Manager





O2 WORLD
BERLIN, GERMANY

O₂ World

VITALS:

Description:	16,000-seat sports / entertainment arena
Team:	Berlin Eisbären
Owner:	Anschutz Entertainment Group
Architect:	Populous
CM/GC:	Joint Venture between Muller-Altvatter and HBM
Budget:	€165,000,000
Status:	Completed - September 10, 2008

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Tom Noonan, Project Executive
- Bill Mannarelli, Project Director
- Susann-Isabel Pfaff, Project Coordinator
- Barbara Sieg, Project Assistant
- Melanie Richsteig-Meisenburg, Office Manager





SPRINT CENTER
KANSAS CITY, MISSOURI



VITALS:

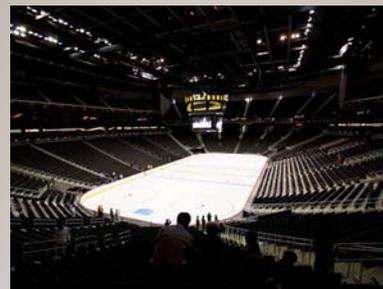
Description: 18,000-seat sports / entertainment arena
 Owner: City of Kansas City / AEG
 Architect: Downtown Arena Design Team
 (Populous / Ellerbe Becket / 360 Architecture / Rafael Architects)
 CM/GC: Mortenson Construction
 Budget: \$276,000,000
 Status: Completed - October 10, 2007

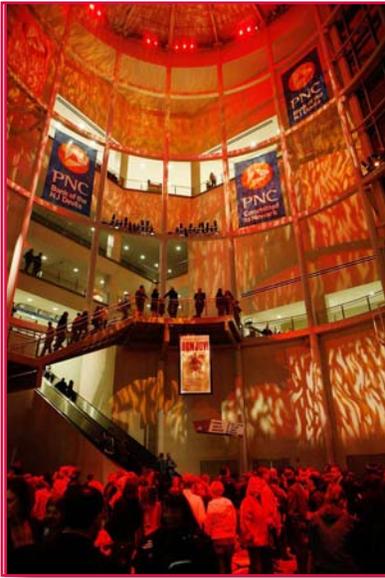
SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Art Aaron, Contract Implementation
- Marc Farha, Project Executive
- Chris Miller, Project Director
- Chris Rasette, Senior Project Coordinator
- Rob Stephens, Project Consultant





Prudential Center

VITALS:

Description: 17,500-seat NHL Arena
Team: New Jersey Devils (NHL)
Owner: City of Newark / Devils Renaissance Development
Architect: Populous (Interior)
 Morris Adjmi Architects (Exterior)
CM/GC: Gilbane Building Company
Budget: \$380,000,000
Status: Completed - October 25, 2007

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Art Aaron, Contract Implementation
- Marc Farha, Project Executive
- Rob Stephens, Project Director
- Vince Pomparelli, Senior Manager
- Steven Wronski, Project Closeout
- Tom Noonan, Project Closeout





CONSOL ENERGY CENTER
PITTSBURGH, PENNSYLVANIA



CONSOL ENERGY CENTER

VITALS:

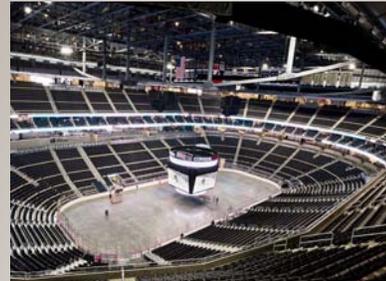
Description: 18,500-seat NHL Arena
Team: Pittsburgh Penguins (NHL)
Owner: Sports & Exhibition Authority (SEA)
Developer: Pittsburgh Penguins
Architect: Populous
CM/GC: PJ Dick / Hunt Joint Venture
Budget: \$321,000,000
Status: Completed – August 2010

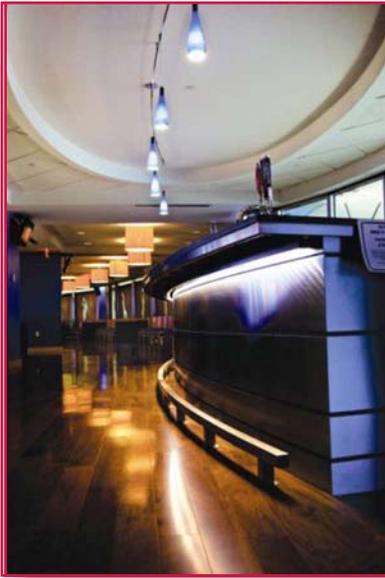
SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Marc Farha, Project Executive
- Art Aaron, Contract Implementation and Compliance
- Dan Vaillant, Project Director
- Chris Miller, Project Manager
- Rick Romano, Project Controls Manager





FORD CENTER RENOVATIONS
OKLAHOMA CITY, OKLAHOMA



VITALS:

Description: NBA Arena Upgrade
Team: Oklahoma City Thunder (NBA)
Owner: City of Oklahoma City
Developer: Professional Basketball Club, LLC
Architect: Benham/Sink Combs Dethlefs
CM/GC: Phase A: Wynn Construction
 Phase B: FlintCo
 Phase C: TBD
Budget: \$101,000,000
Status: Phase A Completed - January 1, 2009
Minor interior renovations and restroom renovations
 Phase B Scheduled Completed - Fall 2009
Remodel entire interior, reconfigure bowl
 Phase C Scheduled Completion - Fall 2011
Arena addition and expansion

SCOPE OF SERVICES:

- Venue Programming and Alteration Strategy
- Concept Design Oversight
- Design Development Management
- Vendor Procurement Recommendations
- Construction Phase Observation
- NBA Compliance Liaison

ICON PROJECT TEAM:

- Jim Cronin, Principal-in-Charge
- Tom Noonan, Technical Advisor
- Rob Stephens, Technical Advisor
- Chris Landry, Project Manager





BROOMFIELD EVENT CENTER
BROOMFIELD, COLORADO



VITALS:

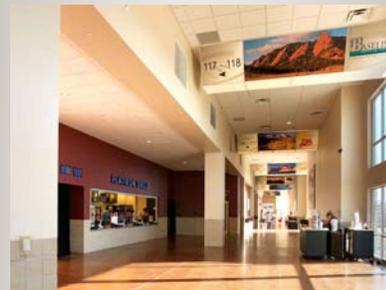
Description: 6,000-seat sports / entertainment arena
Teams: Rocky Mountain Rage (CHL)
 Colorado 14ers (NBDL)
Owner: Broomfield Urban Renewal Authority
Developer: Wiens Development Group, LLC
Architect: Sink Combs Dethlefs
CM/GC: Saunders Construction
Budget: \$45,000,000
Status: Completed-November 9, 2006

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Jim Cronin, Contract Implementation
- Dan Vaillant, Project Executive





VITALS:

Description: 9,500-seat sports / entertainment arena
Team: Ontario Reign
Owner: City of Ontario, CA
Operator: AEG
Architect: Rossetti Architects
CM: Turner Construction
Budget: \$130,000,000
Status: Completed - October 15, 2008

SCOPE OF SERVICES:

- Activate
- Plan and Organize
- Program and Scheme
- Design
- Pre-Construct
- Construct
- Commission

ICON PROJECT TEAM:

- Tim Romani, Principal-in-Charge
- Rob Stephens, Project Executive
- Dan Vaillant, Project Director
- Mark Martinez, Project Manager
- Adam Goodwin, Project Manager



ADDITIONAL PROJECTS



Comiskey Park - Chicago, Illinois

Description: 44,321-seat MLB stadium
 Location: Chicago, Illinois
 Team: Chicago White Sox
 Owner: Illinois Sports Facilities Authority
 Architect: HOK Sports Facilities Group
 CM/GC: Gust K. Newberg Construction
 Project Cost: \$250,000,000
 Status: Completed - April 18, 1991



INVESCO Field at Mile High - Denver, Colorado

Description: 76,125-seat NFL stadium
 Location: Denver, Colorado
 Team: Denver Broncos (NFL), Colorado Rapids (MLS)
 Owner: Metropolitan Football Stadium District/Denver Broncos
 Architect: HNTB
 CM/GC: Turner Construction Company
 Project Cost: \$400,700,000
 Status: Completed - August 11, 2001



Toyota Park - Bridgeview, Illinois

Description: 20,000-seat sports/ entertainment stadium
 Location: Bridgeview, Illinois
 Team: Chicago Fire (MLS)
 Owner: Anschutz Entertainment Group
 Architect: Rossetti Architects
 CM/GC: Turner Construction Company
 Budget: \$98,000,000
 Status: Completed June 11, 2006



Dick's Sporting Goods Park - Denver, Colorado

Description: 20,000-seat sports/ entertainment stadium
 Location: Commerce City, Colorado
 Team: Colorado Rapids (MLS)
 Owner: Kroenke Sports Enterprises
 City of Commerce City
 Architect: Populous
 CM/GC: Turner Construction Company
 M.A. Mortenson Company
 Budget: \$55,000,000
 Status: Completed - April 7, 2007



ADDITIONAL PROJECTS

Rio Tinto Stadium - Sandy, Utah



Description: 20,000-seat sports/ entertainment stadium
Location: Sandy City, Utah
Team: ReAL Salt Lake (MLS)
Owner: Sports Capital Partners (SCP)
Architect: Rossetti Architects
CM/GC: Turner Construction / Layton Construction
Budget: \$110,000,000
Status: Completed - October 9, 2008

PPL Park- Chester, PA



Description: 18,500 seat sports/entertainment stadium
Location: Chester, PA
Team: Philadelphia Union (MLS)
Architect: Rossetti Architects
CM/GC: TN Ward
Project Cost: \$115,000,000
Status: Completed - June 2010

PGE Park Renovation - Portland, OR

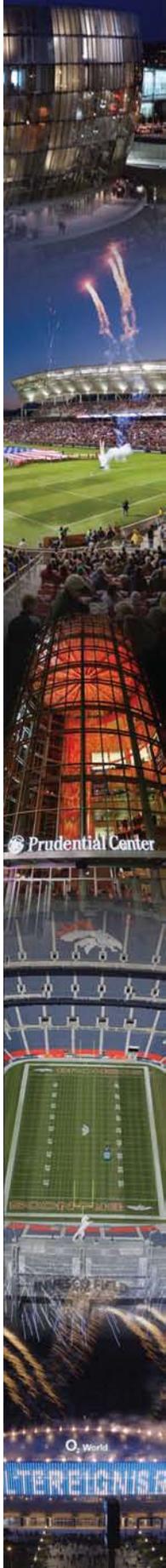


Description: Renovation of baseball stadium to meet MLS requirements
Team: Portland Timbers (MLS)
Owner: Peregrine Sports
Architect: AECOM Ellerbe Becket
CM/GC: Turner Construction
Budget: \$31,000,000
Status: Scheduled Completion - April, 2011

BC Place Renovation



Description: Renovation of stadium to support MLS Soccer
Team: Vancouver Whitecaps (MLS)
Owner: BC Pavilion Corporation (PavCo)
Client: Vancouver Whitecaps
Architect: Stantec
CM/GC: Phase I: Dominion Construction
 Phase II: PCL Westcoast Constructors
Project Cost: Phase I: \$65,000,000
 Phase II: \$393,000,000
 Total Project: \$458,000,000
Status: Phase I Completed – February 2010
 Completion Phase II – Mid 2011



“ICON ALWAYS UNDERSTANDS THE BUSINESS PLAN THAT WE NEED TO ACHIEVE. THEY ARE CREATIVE AND COLLABORATIVE IN HELPING US CONTROL COSTS WHILE OPTIMIZING OUR REVENUE DRIVERS.”



TRAVIS WILLIAMS
VICE PRESIDENT, BUSINESS AND LEGAL AFFAIRS
PITTSBURGH PENGUINS

“THE EASIEST \$20 MILLION YOU’LL MAKE IS THE \$20 MILLION YOU DON’T SPEND ON YOUR ARENA. IF YOU WANT TO OPTIMIZE YOUR CHANCES OF SAVING THAT MONEY, CALL ICON VENUE GROUP.”



GARY BETTMAN, COMMISSIONER
NATIONAL HOCKEY LEAGUE

“ICON ALWAYS TOLD ME WHAT I NEEDED TO KNOW AND DID WHAT NEEDED TO BE DONE. THEY WERE THE VOICE OF REASON THAT I RELIED UPON TO GET PRUDENTIAL CENTER BUILT.”



JEFF VANDERBEEK, OWNER AND CHAIRMAN,
NEW JERSEY DEVILS

Company Profile



David S. Taylor Interests, Inc. is a premier Sacramento real estate development leader for the acquisition, design, financing, and management of landmark urban infill projects, many of which have been developed under Public Private Partnerships. The firm's philosophy is based upon defining project success by the degree to which each project makes the surrounding community more livable, diverse, culturally rich, and economically stable. David S. Taylor Interests, Inc's projects have reshaped Sacramento's skyline and added vigor to its streetscapes.

David S. Taylor Interests, Inc approaches each project with creativity, thoughtful design, and a commitment to produce the highest quality environment. Many of the firm's projects have been Sacramento landmarks. From the soaring architectural presence and dramatic light artwork of **U.S. Bank Tower** at the gateway to California's State Capitol, to **Esquire Plaza's** signature blue spire adjacent to the Sacramento Convention Center, to the four diamond luxury **Sheraton Grand Hotel** that respectfully embraces historically significant elements of Julia Morgan's 1923 Public Market Building, to the jewel-like restoration of the 1910 **Sacramento Historic City Hall** and the sensitive development of the adjacent new City Hall Administration Building, David S. Taylor Interests, Inc builds projects that shape and improve the community. Their most current completed project, the replacement of all of the blighted properties on the **1000 block of K Street**, is leading the way for the renaissance of Sacramento's downtown vitality.

Challenges that the firm has successfully mitigated on downtown projects include achieving design solutions embraced by the preservation community, creating financing solutions in a improbable market, maintaining high design and construction quality standards within market driven budget constraints, brokering collaborations between elected officials, community representatives and the private sector, and bringing the best expertise to overcome each new obstacle. The firm delivers projects within budget and schedule and according to the design and construction guidelines establishes at the onset. By keeping commitments, the firm has created solid, long lasting, and trusting relationships with clients, public sector partners, investors, and the community.



David Taylor - President



David Taylor is president and founder of David S. Taylor Interests, Inc., a full-service commercial real estate development and management company based in Sacramento, California with projects located throughout the western United States.

David Taylor's landmark buildings including Esquire Plaza, Sheraton Grand Hotel, Sacramento City Hall, 1201 K Street, and U.S. Bank Tower, have dramatically shaped downtown Sacramento. These buildings reflect his commitment to projects that add elegance and drama to the skyline, promote environmental sustainability, enhance the city's livability, and energize the local economy.

Mr. Taylor earned an MBA in real estate and finance from Rice University in Houston, Texas, and a bachelor of arts degree in philosophy from Catholic University in Washington, D.C.

Roger Kittredge - Chief Financial Officer



Roger Kittredge is the chief financial officer for David S. Taylor Interests, Inc. Before joining the company as a principal, he served as president and chief executive officer of 1201 Financial & Insurance Services, Inc. and as chief financial officer for the California Dental Association where he represented the association and its subsidiary companies in their participation with David Taylor in the acquisition and development of the 1201 K Street, Esquire Plaza and Sheraton Grand Hotel in Sacramento, California.

In his role as partner with David S. Taylor Interests, Inc., Mr. Kittredge manages all of the financing, analysis, and accounting associated with the firm's development projects and assets, and he also manages the day to day operations of the firm.

He is a certified public accountant and earned an MBA from Golden Gate University and a bachelor of science in accounting from California State University, Chico.

Ellen Warner - Partner



Ellen Warner joined David S. Taylor Interests, Inc. as a principal in 1999. In this capacity, she has been directly responsible for the successful planning, design and construction of several of Sacramento's most prominent real estate developments including the new Sacramento City Hall complex which was named "Best Public Project" in 2005 by the Sacramento Business Journal, and U.S. Bank Tower at 621 Capitol Mall.

Over the past decade, Warner has managed construction projects totaling nearly \$1 billion.

Warner is a licensed architect and general contractor. She began her career as a Project Architect with prominent architectural design firms including Kaplan McLaughlin Diaz. She then served as Regional Project Director for an international healthcare company before moving to Sacramento in 1989 to become Assistant Manager of Facilities Design and Construction at University of California, Davis Medical Center. There Warner and her staff managed a \$500 million capital improvement program for the campus.

Warner attended Cornell University and earned her degree in architecture from Washington University, St. Louis.

Esquire Plaza/IMAX



1215 K Street, Sacramento California

Esquire Plaza is a Class A corporate address and successful mixed-use development just blocks from the State Capitol. Esquire Plaza transformed and revitalized the east end of the K Street Corridor creating an active and successful urban plaza. The twenty-three story Esquire offers nearly 250,000 square feet of office space, five floors of parking, on-site property management and 24-hour security. Fine dining at the Esquire Grill and state-of-the-art 450-seat Esquire IMAX 3-D Theater Plaza blends the necessities of corporate life with the attractions of after-hours entertainment.

Awards-

- Pacific Coast Builders Conference Gold Nugget Award, “Best Office/Professional Building
- Pacific Coast Builders Conference, “2000 Best in The West” Award of Merit



DAVID S. TAYLOR
INTERESTS, INC.

The Sheraton Grand

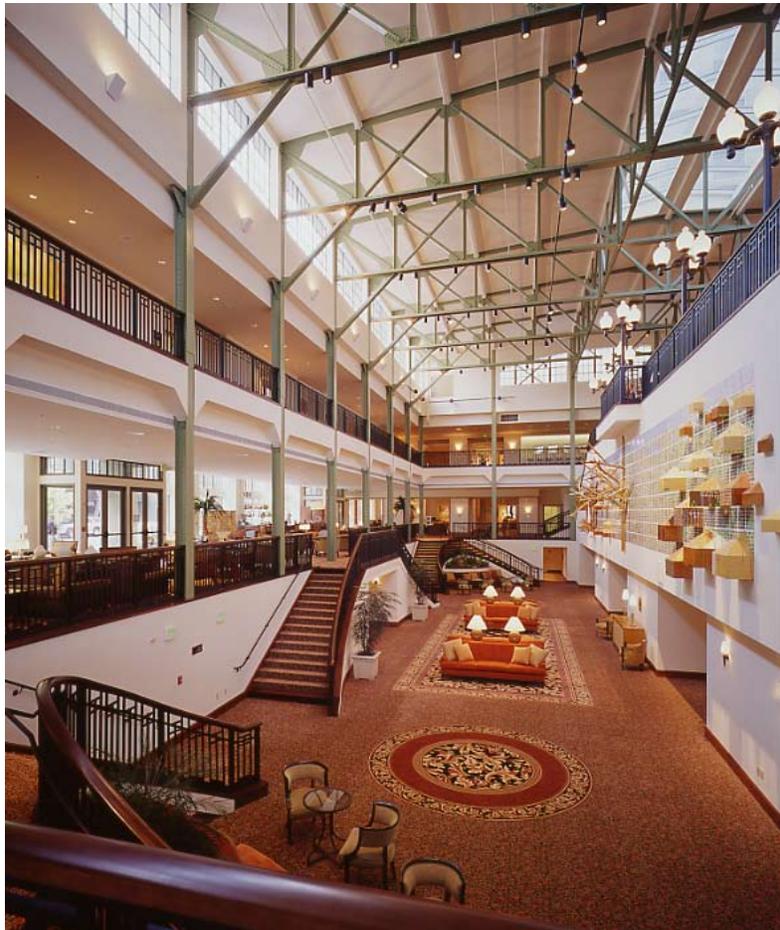


1230 J Street, Sacramento, California

Located just steps from the State Capitol, Sheraton Grand is a 503- room four-diamond hotel adjacent to the Sacramento Convention Center. This public-private partnership with the City of Sacramento is a success story for Sacramento that created a 24/7 urban destination. The centerpiece of the hotel is the historic Public Market Building, built originally in 1923 and designed by world-renowned architect Julia Morgan.

Awards-

- Sacramento Old City Association, “Architectural Achievement Award”, 2001



1201 K Street



1201 K Street, Sacramento, California

1201 K Street is a 19-story, 243,000 s.f. landmark office tower located one block from the State Capitol, featuring a 32-foot-high rotunda lobby and commanding views of the State Capitol dome. Inside and out, every aspect is dedicated toward lasting beauty and quality.

(Developed by David S. Taylor in association with Lankford & Cook.)

Awards-

- Pacific Coast Builders Conference- Gold Nugget Award, Best Office Professional Building over 75,000 SF

The Cosmopolitan



1000 K Street, Sacramento, CA and logo

The renovation of the old "Woolworth" building at 10th and K Streets will create an exciting mixed-use urban hub just steps from the State Capitol.

The Cosmopolitan Cabaret - a 200 seat theater managed by California Musical Theater, producers of Music Circus and Broadway Sacramento - will present long-running live musical theater. Cosmo Restaurant and Bar - owned and operated by Paragary Restaurant Group - will bring a New York-style theater district dining experience to downtown Sacramento. Socialize - a Randy Paragary and Bob Simpson Production - will be a plush, modern nightclub and lounge featuring a rooftop outdoor patio, nightly DJs and dancing.

10,000 s.f. of sophisticated, second floor commercial office space is available.



DAVID S. TAYLOR
INTERESTS, INC.

Sacramento City Hall



915 I Street

Sacramento's most important civic development in decades includes a new 200,000 s.f. administration building and refurbishment of the 34,000 s.f. existing historic City Hall Building. The complex provides multiple venues for public assembly and offices for more than 700 City staff.

The project preserved and highlighted the character-defining elements of the existing historic structure while establishing a gracious open space around City Hall and a gateway into the grand lobby of the new building.

Awards-

- Gold Nugget Award "Award of Merit" – Best Public/Private Special Use Facility"
- Sacramento Business Journal- 2005 Real Estate Projects of the Year, "Best Public Project"
- Design Build Institute of America (DBIA) Western Pacific Chapter --Design-Build Award 2007



US Bank Tower



621 Capitol Mall, Sacramento, CA

Sacramento's next landmark. This state-of-the art high-rise features 25 floors of architectural elegance. The exterior skin of aluminum and glass with a seven-level, soaring main lobby, providing clear vistas to Capitol Mall.

The crown of the building will redefine Sacramento's skyline with its distinctive and dramatic exterior lighting and world-class art installation.

U.S. Bank Tower – the closest private sector building to the State Capital on Capitol Mall with 365,000 s.f. of office space - will set a new standard for tenants seeking superior quality, premier location, and the most advanced IT infrastructure in the market today.

365,300 RSF

25 floors





Firm Profile

Since inception in 1983, Populous has grown into the world's leading design firm dedicated exclusively to creating environments that draw people and communities together for unforgettable experiences.

The firm has completed more than 1,000 projects around the globe with construction value exceeding \$20 billion. Populous has worked with 24 Major League Baseball franchises, 30 NFL franchises, 80 professional and civic arena clients, 40 global soccer and rugby teams, 120 universities, 40 convention center clients, 29 equestrian clients and has planned more than 30 major worldwide events.

Our portfolio includes such icons as Yankee Stadium in New York; the 2012 London Summer Olympic Games main stadium; Nanjing Sports Park in China; ANZ Stadium in Australia; Phoenix Convention Center in Arizona; the new University of Minnesota football stadium and event planning for the Super Bowl and Major League Baseball All Star Game.

We have received nearly 200 design awards for our work, including three national American Institute of Architect awards and countless global design awards. In 2009, and again in 2010, Populous was named one of Fast Company magazine's ten most innovative companies in sports. Also In 2009, the firm was named the American Institute of Architects - Kansas City Chapter Firm of the Year.

We continue to offer comprehensive design services, including sports architecture, conference and exhibition center architecture, interior design, environmental graphics and wayfinding, event planning and overlay, master planning, sustainable design consulting and facility operations and analysis consulting.

As Populous, we enthusiastically embrace the expertise we uniquely claim – drawing people together around teams, athletes, events, places, commerce, industry and ideas they wholeheartedly embrace and adore.

populous.com

POPULOUS™



Firm History

Populous has enjoyed a quarter-century history as designers of some of the world's most recognized buildings. The firm charts its roots to 1983, when four architects - Chris Carver, Ron Labinski, Joe Spear and Dennis Wellner - formed an idea to create a sports architecture firm unlike any other firm in the United States. Under the umbrella of St. Louis-based HOK Group, the four founded the first practice dedicated exclusively to the design of sports facilities, pioneering a new specialty and starting a firm that would grow into a worldwide leader.

The firm employed six people in 1984. It grew to 50 by 1988 and exceeded 160 by 1996. In just more than a decade, it was apparent the four founders' idea of a dedicated practice had taken hold, and it was time to take that practice global. In January 1999, the firm merged with the international firm LOBB Sports, creating the first truly global sports architecture firm.

As the buzz continued to grow, the firm hadn't yet reached its full potential of affecting all building types that contain crowds of people all gathering for the same purpose. With that goal in mind, in 1999, the firm acquired architects with expertise in convention center and sports event planning design. The firm has continued to operate as one, serving all areas of design for gathering people and continuing to lead the industry in convention center, stadia, ballpark, arena, fairground and equestrian event planning and design. Over its first 26 years in existence, Populous has designed nearly 1,000 projects and events around the globe, representing more than \$20 billion in construction value.

POPULOUS BY THE NUMBERS

3

Number of Olympic Games main stadium venues Populous has been selected to design (2000, 2012, 2014)

25

Number of Super Bowls where Populous has provided event planning

36

Number of Major League Baseball World Series playoff games that have been played at Populous ballparks

6

Number of 50,000-seat, on-campus collegiate football stadiums opened in the past 50 years, including the Populous-designed TCF Bank Stadium at the University of Minnesota

5

Ranking of the fan experience at Populous-renovated Kauffman Stadium in 2009 by ESPN the Magazine, among all 122 U.S. major pro sports venues

2

Number of rainouts avoided at the 2009 Wimbledon tournament due to the Populous-designed retractable roof

75

Percent more tickets sold at Populous-designed The O2 in London than any other concert venue worldwide

22

Percent of the Populous-designed Phoenix Convention Center built from recycled materials

34

Number of countries with a Populous-designed venue



Dan Meis, FAIA
Senior Principal

Education

Bachelor of Architecture,
University of Illinois

Registrations

Registered Architect: Illinois,
Pennsylvania

Memberships

American Institute of Architects (Fellow)

Named one of Time Magazine's 100 innovators in the world of sports, Dan brings an award-winning international design portfolio to Populous. Dan leads the firm's Los Angeles-area office. His work over the past 25 years has spanned four continents, including developments in the United Kingdom, Japan, United States, China, Brazil and Qatar. In the US, Meis' Staples Center design is often recognized as one of the world's leading arenas; his design for Paul Brown Stadium was the first NFL stadium to win an American Institute of Architects design award. Meis has twice been recognized as a Sports Business Journal 40 under 40 award winner and the only architect to ever win the award multiple times. Currently, Dan is designing a new NFL prototype stadium for Los Angeles and continues to work on that project at Populous.

Previous Experience

Guangdong Stadium Master Plan, Guangzhou, China

LG Seoul Dome, Seoul, Korea

Kai Tak Stadium District Complex & Master Plan, Hong Kong, China

New Sports City Stadium & Master Plan. Doha, Qatar

Dalian Soccer Stadium Competition, Dalian, China

@bahrain Mixed-Use Master Plan, Sakhir City, Bahrain

Beijing Olympic Complex Master Plan, Beijing, China

Dalian Olympic Sports Complex, Dalian, China

Saitama Super Arena & Master Plan, Saitama, Japan

LA NFL Stadium & Master Plan, Los Angeles, USA

Qualcomm Stadium Renovation Study. San Diego, USA

LA Coliseum Renovation Study, Los Angeles, USA

RFK Stadium Renovation Study. Washington DC USA

New Meadowlands Stadium Study, New Jersey, USA

Dodger Stadium Renovation, Los Angeles, USA

SF 49ers Stadium Design Study, San Francisco, USA

Madison Square Garden Renovation, New York, USA

Paul Brown Stadium, Cincinnati, USA

Lincoln Financial Field, Philadelphia, USA

Morumbi Stadium Renovation, Sao Paulo, Brazil

USTA National Tennis Center, Queens, USA

New York Jets Stadium Study, New York, USA

Crew Stadium, Columbus, USA

Staples Center & Master Plan, Los Angeles, USA

Miller Park, Milwaukee, USA

Safeco Field, Seattle, USA

Mazda Zoom Zoom Stadium, Hiroshima, Japan

GOALS Soccer Centers, Los Angeles, USA

This work was completed while with other design firms including NBBJ and Ellerbe Becket.



Jim Walters, AIA
Senior Principal

Education

Bachelor of Architecture,
University of Kansas
Bachelor of Environmental Design,
University of Kansas

Registrations

NCARB Certified
Registered Architect: Arizona, California,
Colorado, Connecticut, Kansas,
Michigan, Missouri, Nevada, New
Jersey, New York, Utah, Washington,
Wisconsin

Memberships

American Institute of Architects (AIA)
Kansas City Chapter, AIA
AIA Missouri
Urban Land Institute (ULI)

Jim Walters, Senior Principal, has led design teams for more than 20 arena and stadium projects in his 25-year career at Populous. His focus has been on designing sports facilities as anchors to entertainment-focused development districts that invigorate urban areas and revitalize neighborhoods, including such projects as the Jobing.com Arena in Glendale, Arizona; the Prudential Center in Newark, New Jersey; the Pepsi Center in Denver, Colorado; and the O2 World Arena in Berlin, Germany. Jim brings the firm's global architectural experience to each specific project he designs.

Jim is a full member of the Urban Land Institute (ULI), the world's preeminent real estate development forum. The mission of ULI is to provide leadership in the responsible use of land and in creating and sustaining, thriving communities worldwide. A member of ULI's Entertainment Development Council, Jim's experience at Populous aids the group's focus on the issues related to integrating large entertainment venues into urban settings. Jim is also a member of Populous' board of directors, and as such, he helped guide the firm's transition from HOK Sport Venue Event to Populous in 2009.

Relevant Project Experience

Berlin O2 Arena, Berlin, Germany
Oklahoma City Thunder NBA Practice Facility, Norman, Oklahoma
Prudential Center, Newark, New Jersey
New Las Vegas Arena, Las Vegas, Nevada
Pepsi Center, Denver, Colorado
Jobing.com Arena, Glendale, Arizona
Honda Center, Anaheim, California
Bridgestone Arena, Nashville, Tennessee
Bradley Center, Milwaukee, Wisconsin
Dick's Sporting Goods Park, Commerce City, Colorado
London Arena Improvements, London, England
E Center, West Valley City, Utah
McNichols Arena Renovation Study, Denver, Colorado
Miami Heat Arena Study, Miami, Florida
Ervin J. Nutter Center, Wright State University, Dayton, Ohio
Anaheim Arena Study, Anaheim, California
Edward Jones Dome at Americas Center, St. Louis Missouri
U.S Cellular Field (formerly New Comiskey Park), Chicago, Illinois



Steven Christopher Carver
Senior Principal

Education

Bachelor of Environmental Design,
University of Kansas

Registrations

NCARB Certified

Registered Architect: Arizona, Illinois,
Michigan, Minnesota, Missouri, New
York, Wisconsin

Chris Carver is a founding senior principal of Populous and the Design Director for the firm's sports and public assembly facilities. His design leadership is evident in many award-winning stadiums and arenas. His range is extensive; he has been involved with programming, site studies, master planning, design, production of contract documents, contract administration and post-occupancy evaluation.

His design experience includes work on numerous large-scale, NBA and NHL arenas such as Philips Arena in Atlanta, home to the NBA Hawks and NHL Thrashers, the Pepsi Center in Denver, home to the NBA Denver Nuggets and NHL Colorado Avalanche and the United Center, the 21,500-seat arena for the Chicago's NHL Blackhawks and NBA Bulls.

Relevant Project Experience

Prudential Center, Newark, New Jersey

McNichols Arena Renovation Study, Denver, Colorado

Miami Heat Arena Study, Miami, Florida

Philips Arena, Atlanta, Georgia

Pepsi Center, Denver, Colorado

Bridgestone Arena, Nashville, Tennessee

United Center, Chicago, Illinois

Xcel Energy Center, St. Paul, Minnesota

Honda Center, Anaheim, California

Bradley Center Arena, Milwaukee, Wisconsin

The E Center, West Valley, Utah

Amway Arena Renovation, Orlando, Florida

Berlin O2 Arena, Berlin, Germany

London O2 Arena, Greenwich, England

Hannover Arena, Hannover, Germany

Los Angeles Sports Arena Renovation, Los Angeles, California

Londondome Arena and Exhibition Center Design, London, England

U.S Cellular Field (formerly New Comiskey Park), Chicago, Illinois

Puerto Rico Stadium Design, San Juan, Puerto Rico

Reliant Stadium, Houston, Texas

New Yankee Stadium, Flushing Meadows, New York

New York Sportsplex Study, New York, New York

Milwaukee Exposition and Convention Center Arena Study, Milwaukee, Wisconsin



A sense of place enables people to come together around common interests and feel like they belong to something larger than themselves.



AUCKLAND

Populous understands that an arena can be more than a sports facility and more than an entertainment venue – it can also be a civic landmark and a symbol for an entire community.

BRISBANE

DENVER

Populous is a global design practice that specializes in creating environments that draw people and communities together for unforgettable experiences.

HONG KONG

KANSAS CITY

For more than 25 years, we've been planning and creating spaces where people gather to enjoy sports, entertainment, conventions and special events. We are proud of our 1,000-project portfolio, including such recently completed arenas as CONSOL Energy Center and the Amway Center, but our greatest sense of accomplishment comes from the many communities and millions of people who have been transformed and connected by these shared experiences. As Populous, we enthusiastically embrace the expertise we uniquely claim – drawing people together around teams, athletes, events, places, commerce, industry and ideas they wholeheartedly embrace and adore.

KNOXVILLE

LONDON

LOS ANGELES

NASHVILLE

NEW YORK

SINGAPORE

POPULOUS.COM

Representative NBA/NHL Arenas

- Air Canada Centre, Toronto, Canada
- Amway Center, Orlando, FL
- Bradley Center, Milwaukee, WI
- Bridgestone Arena, Nashville, TN
- CONSOL Energy Center, Pittsburgh, PA
- Honda Center, Anaheim, CA
- Jobing.com Arena, Glendale, AZ
- Pepsi Center, Denver, CO
- Philips Arena, Atlanta, GA
- Prudential Center, Newark, NJ
- Sprint Center, Kansas City, MO*
- Toyota Center, Houston, TX
- United Center, Chicago, IL
- Xcel Energy Center, St. Paul, MN

Additional New Arenas (larger than 15,000 seats)

- Intrust Bank Arena, Wichita, KS*
- Iowa Events Center, Des Moines, IA
- Jacksonville Veteran's Memorial Arena, Jacksonville, FL
- KFC Yum! Center, Louisville, KY
- London O2 Arena, Greenwich, England
- O2 World Arena, Berlin, Germany
- Univ. of Missouri Mizzou Arena, Columbia, MO
- Univ. of Wisconsin Kohl Center, Madison, WI
- The Alamodome, San Antonio, TX
- Puerto Rico Coliseum, San Juan, Puerto Rico

* As part of the Arena Design Consortium



**Consol Energy Center
Pittsburgh, Pennsylvania, USA**

PROJECT DETAILS

- 704,000 square feet
- 18,374 seats for hockey
- 14,857 seats for end-stage concerts
- 65 suites, 4 party suites
- 1,962 club seats, 2 restaurants
- 3,400 square foot team store
- First NHL arena to achieve LEED Gold Certification
- Completion: August 2010

The new arena for the Pittsburgh Penguins is a building of its own time, responding to its function, its site and its city. An entry plaza on Centre Avenue shapes the arena and provides a transition between the arena's architecture and that of the historic church just beyond the site. Exterior materials are distinct to the Pennsylvania region, yet consciously different than that of the nearby church to create a unique architectural experience. A glazed circulation spine creates a striking architectural element that celebrates people, movement and activity while injecting a dramatic marker into the night skyline.

From inside, the spine affords dramatic views of the church and downtown skyline. The arena's seating bowl accommodates a multitude of event types.



The new arena will provide modern fan comforts – more concessions and restrooms; enhanced premium spaces; specialty food items; that will make the arena uniquely Pittsburgh.



**Amway Center
Orlando, Florida, USA**

PROJECT DETAILS

- 18,600 seats
- 732 club seats
- 60 private suites
- 68 loge boxes
- 2 bunker suites
- Opening as the first NBA arena to become LEED Certified
- Completion: October 2010

Amway Center, the new home of the Orlando Magic sits on an 8 acre site adjacent to the downtown Orlando Business District. The arena is anticipated to be an additional catalyst for the ongoing effort of the revitalization of the urban core.

At 876,000 sq. ft. the design features a wide array of premium and general seating options, a restaurant, sports bar with outdoor terrace, courtside club, fan zone, and a kids interactive area.

In addition to the Magic and NCAA basketball events, the multipurpose design is intended to host hockey, ice shows, arena football, concerts and many other special events.



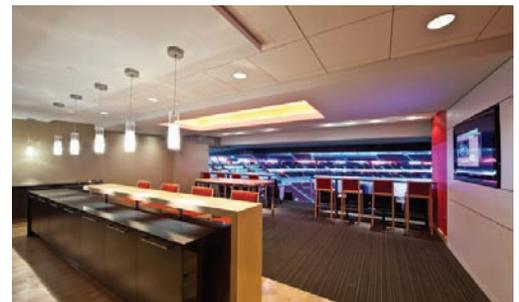
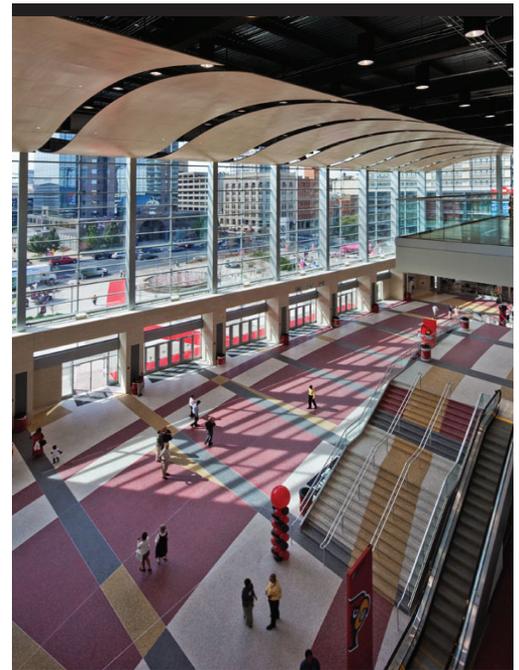
**KFC Yum! Center
Louisville, Kentucky, USA**

PROJECT DETAILS

- 22,000 seats (basketball)
- 16,000 seats (hockey)
- 72 suites
- 4 party suites
- 7.5 acre site
- Completion: November 2010

The new downtown Louisville arena will reflect the character of the community, extend its legacy of sports and entertainment and create an emblematic symbol of the community's ongoing urban renaissance. The facility embodies the client's desire for a flexible, dynamic and contemporary facility as the home court for Louisville Cardinals basketball.

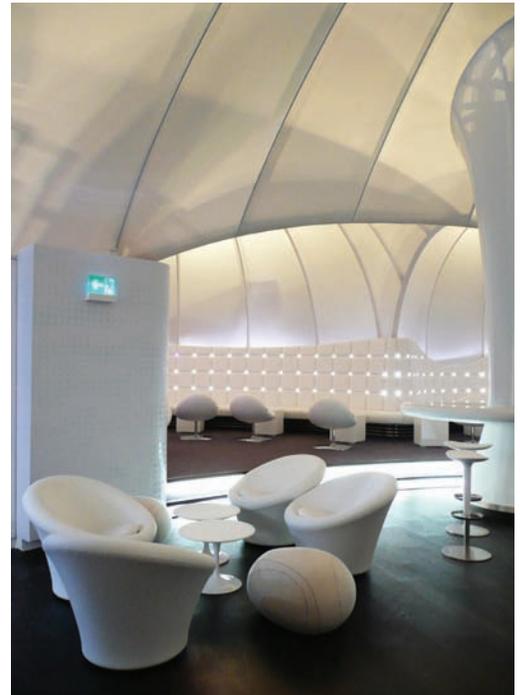
Responding to the Louisville Arena Authority's stated desire for an iconic, dynamic and contemporary facility, the arena boasts a muscular stance on its prime downtown site. Exterior materials are respectful of the past, both timeless and contemporary. Beautiful and durable limestone panels clad the lower portion of the exterior walls – a tactile connection to the carved bridge pylons flanking the entry to the Clark Memorial Bridge. A more contemporary materiality of glass curtainwall and taut aluminum skin lightens the appearance of the building above, identifying it as a modern edifice looking to the future.



Inspired by the University of Louisville Cardinal and the flow of the Ohio River, a dramatic wing-like roof caps the composition, contributing to an increasingly dynamic Louisville skyline.

SUSTAINABLE DETAILS

- Preservation of green space
- Use of existing infrastructure, utilities and roads
- Public transportation integration
- Preferred parking to alternative fuel vehicles
- Mitigation of storm water run off
- Upgrades to higher efficiency utilities
- Auto-shutoff or low-flow plumbing
- High efficiency mechanical systems
- Use of low-emitting and renewable materials
- Management of construction waste and construction air quality



The O2 Arena
London, England, UK

PROJECT DETAILS

- 20,000 seats
- Completion: 2007

The O2 Arena is a 20,000 seat live entertainment facility, providing a tailored design solution for operator, promoter, performers and spectators alike. It represents the future of arena design where the utmost flexibility of operation is delivered alongside the ultimate in spectator experience.

The arena was designed as a 'ship in a bottle,' literally constructed in the confines of the existing Millennium Dome.

The O2 brand is subtly integrated into the architectural and graphic language, while unique bars and lounges provide tailored environments to enhance and enjoy the concert experience.



O₂ World Arena Berlin, Germany

PROJECT DETAILS

- 16,000 seats
- 65 suites
- Restaurant, lounge and club space
- Completion: 2008

The O₂ World Arena location presents an opportunity for re-creating a part of the city lost for years behind the Iron Curtain. Remnants of the Berlin Wall still stand adjacent to the site, which accommodated a railway yard, is the location for one of Berlin's foremost development programs.

The Populous design solution introduced landscape as a unifying element to create a cohesive district comprised of commercial, retail and entertainment programs, the focus of which is the New Berlin Arena.

The composition connects a series of public open spaces very effectively by acknowledging the pedestrian domain as the focal element of the public realm. The significance of the arena is accentuated by positioning it on the primary focal axis with the main plaza. Undulating grass berms, built-in seats and large video boards create an ambience of playfulness and excitement along the main plaza.





Kansas City's Sprint Center opened in the fall of 2007 to rave reviews and was designed by the Downtown Arena Design Team of which Populous was the Architect of Record. The multipurpose arena serves as a major anchor for a new entertainment district and is a striking icon on a transformed downtown landscape.

Designed as a crystalline vessel within an urban park – the Sprint Center brings all of Kansas City together for concerts, family shows, sporting events and community celebrations.

The member firms of the Downtown Arena Design Team are Populous, 360 Architecture, Ellerbe Becket and Rafael Architects.

PROJECT DETAILS

- 18,500 seats
- 72 suites
- Completion: 2007

NOTEWORTHY

- Honor Award for Design, AIA Kansas City

**Sprint Center
Kansas City, Missouri, USA**

Sprint Center ranked No. 16
Among World's Top Venues –
Top 4 In The United States
Pollstar Magazine
July 2009



Populous' goal for Prudential Center was to create an intimate seating bowl enveloped by the most unique spectator experience in professional sports. This was achieved by creating distinctive Devils-branded spaces throughout the arena.

Floor level bunker suites provide spectators with eight suites with a close connection to the game. Along either side of the ice, the Fire Bar and the Ice Bar provide premium amenities for club-level patrons. The Bud Light Goal Bar, open to all arena patrons, and a brick-town themed restaurant with seats overlooking the event floor and the practice arena complete the circle around the event floor. The arena also features suites nestled on two levels.

PROJECT DETAILS

- 18,000 seats
- 72 suites
- Completion: 2007

Prudential Center
Newark, New Jersey, USA



Phoenix Coyotes' new arena, is part of the Glendale Town Center, a development that includes 225 acres of mixed-use entertainment that includes, office buildings, a shopping district and theaters with surface and structured parking. In order to preserve the pedestrian scale of the development, the arena rises only 75 feet above grade.

The arena is designed to host hockey events, basketball, ice shows, center stage concerts, end stage concerts and other special events.

PROJECT DETAILS

- 18,000 seats
- 800 club seats
- 89 suites
- Completion: 2003

NOTEWORTHY

- Excellence in Concrete Award American Concrete Institute, Arizona Chapter
- Best New Major Concert Venue in North America Pollstar Magazine

Jobing.com Arena Glendale, Arizona, USA

“There is no finer arena in North America. If you look at the layout and the intimacy of the lower bowl, I think it will provide the fans with a tremendous experience for hockey.”
- NHL Commissioner Gary Bettman

Toyota Center
Houston, Texas, USA

PROJECT DETAILS

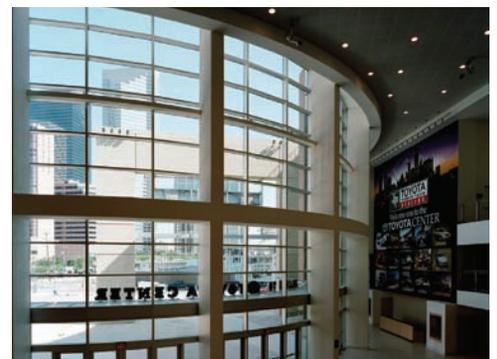
- 18,300 seats
- 3,200 club seats
- 92 suites
- Completion: 2003

NOTEWORTHY

- Award of Excellence, *Structural Texas Construction*
- Allen Award, Civic Enhancement by Central Houston
- Best New Concert Venue Finalist, Pollstar Magazine

The Toyota Center was designed to spark urban revitalization, linking an expanded convention center to a hotel complex anchored to downtown. The arena is home to both the NBA Houston Rockets and the WNBA Houston Comets. While offering state-of-the-art concert, circus and indoor soccer facilities, the facility also meets all NHL league requirements to potentially lure a franchise to the city.

The acclaimed Toyota Center won the Allen Award for Civic Enhancement by Central Houston in 2003, was named “Rookie of the Year” by the Harlem Globetrotters in 2004 and was a finalist for Pollstar Magazine’s “Best New Concert Venue” award.



Xcel Energy Center
St. Paul, Minnesota, USA

PROJECT DETAILS

- 18,600 seats
- 3,300 club seats
- 74 suites
- Completion: 2000

NOTEWORTHY

- Best Stadium Experience, ESPN the magazine
- Best NHL Arena, Sports Business Journal
- Best Fan Experience, Forbes Magazine
- Six-time Nominee for Arena of the Year, Pollstar Magazine

The Xcel Energy Center was designed to accommodate St. Paul's Minnesota Wild NHL expansion team as well as other entertainment events.

Located adjacent to the RiverCentre Convention Center and the Roy Wilkins Auditorium Complex, the arena features an innovative, state-of-the-art design. Wide concourses throughout the Center are fan-friendly, offering open views of the ice. At night, the arena's lighting accentuates the skyline of downtown St. Paul.

The arena has proven to be a financial success to the surrounding community and now hosts more than 140 events annually.

“We wanted a simple feel, and they [Populous] accomplished that. They understood what we wanted to accomplish and worked very closely with us. They were good listeners. They designed a building that is one of Minnesota's treasures.”

Bill Robertson,
Vice President of Communications
Minnesota Wild





**Philips Arena
Atlanta, Georgia, USA**

“This building is unbelievable...I give everybody a lot of credit...this is built differently than any new arena... it took a lot of guts and I think it will pay off because every inch of the building is spectacular.”

- Gary Bettman, NHL
Commissioner

Much like Oriole Park at Camden Yards propelled ballpark design to new heights, Philips Arena brought arena design into the 21st century. The barrier-shattering suite placement results in one of the most intimate and innovative seating bowls ever constructed. The arena seamlessly links with the CNN Center, creating a true cohesion of sport and entertainment with the breakthrough Hawk Walk retail area.

The facility’s exterior is elegant and modern, with curvilinear steel roof planes and an entryway that very literally proclaims an indisputable allegiance to its city. The glittering Philips Arena is a fitting adornment to a city known as the “jewel of the south.”

NOTEWORTHY

- Engineering Excellence Award, American Consulting Engineers Council
- Special Recognition, Precast/Prestressed Concrete Institute
- Honor Award, New York Association of Consulting Engineers

PROJECT DETAILS

- 18,570 seats
- 1,893 club seats
- 92 suites
- Completion: 1999



**Pepsi Center
Denver, Colorado, USA**

“The Pepsi Center is “clearly the most fan-friendly place in the NBA,” based on a ranking of arenas of all 30 NBA teams.”

Greg Boeck
USA Today
April 2005

PROJECT DETAILS

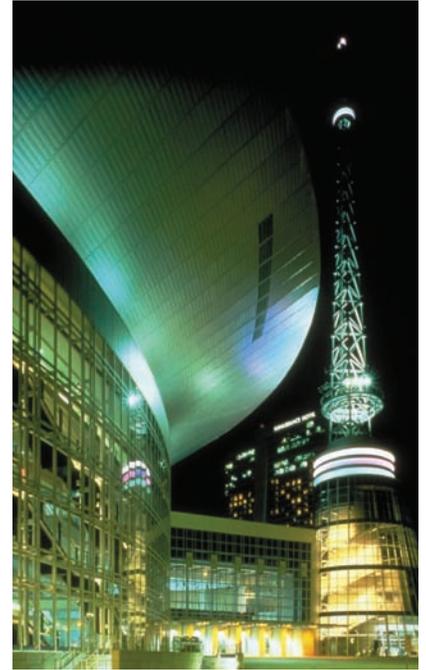
- 20,000 seats
- 1,875 club seats
- 95 suites
- Completion: 1999

NOTEWORTHY

- Platinum Award, New York Association of Consulting Engineers
- Outstanding Project of the Year, American Concrete Institute, Rocky Mountain Chapter

Many have called the Pepsi Center the most intimate 20,000-seat arena worldwide. With its forward-thinking technology and superb seating bowl, the arena achieves the delicate balance between cozy and contemporary. A stunning main entry, replete with a six-story glass atrium, welcomes guests into the facility.

The building exterior focuses on connecting Denver’s historic past and dynamic present. The stucco color takes cues from surrounding warehouses while ample glazing yields views to the state of the art interior. From the inside, it sets new standards in fan entertainment, comfort and convenience.



The Metropolitan Government of Nashville sought an arena and entertainment complex to enhance the area and ignite development. Populous' entry was unanimously selected following a design competition. The major walls of the concourse are transparent, revealing sweeping stair elements. Catwalks and lighting grids at the main entry encourage spectators to become part of the performance.

In 1998, Populous completed an interior renovation to the Center. This renovation included adding 50 suites, a private club, new kitchen and 2 party suites on the Club level which made the arena more competitive in the market.

PROJECT DETAILS

- 20,000 seats
- 1,800 club seats
- 72 suites
- Completion: 1996, 1998 (renovation)

NOTEWORTHY

- Bronze Award, IAKS
- Design Award of Merit, Illuminating Engineering Society of North America
- Design Award, American Institute of Architects, Central States
- Venue of the Year, Tennessee Meeting Planners
- Concert Venue of the Year, CMA/SRO
- Merit Award, American Institute of Architects, Kansas City Chapter
- Appreciation Award for Design, Sensitive to the Needs of the Disability Community

**Bridgestone Arena Nashville,
Tennessee, USA**



SPORTS GROUP PROFILE

Turner's first major sports project was the Harvard Stadium Promenade, completed in 1909.

Turner Construction Company, incorporated in the State of New York, was founded in 1902 by Henry C. Turner who continued his active direction of the company as president and Chairman of the Board until his retirement in 1946. Now under the direction of Peter J. Davoren, President and CEO, the firm has shown a remarkable growth over its history.



With a nationwide network of offices, Turner has the most comprehensive local office network in the industry. We are the only builder to combine broad geographic reach with local delivery, providing our clients with both the extensive resources they demand and the close-to-home focus they desire. Turner offers services in construction management, general contracting, consulting, and preconstruction.

The company's experience with sports facility construction started at the beginning. In fact, the second contract Turner signed was for a school gymnasium in Upstate New York. Since then, Turner has performed work on over 450 sports facility projects, including professional and collegiate stadiums, ballparks, arenas, training facilities, and fitness centers, as well as speedways, racetracks, and large high school facilities.

In 1909, Turner completed its first major sports project, the Promenade for Harvard Stadium. The company has since been recognized as an industry leader in sports facility construction. Over the years, we have built or managed the construction of trend-setting projects from coast to coast and in all types of sports venues, including the University of Pennsylvania's Franklin Field, Madison Square Garden, the redevelopment of Soldier Field, and the new Yankee Stadium.

Turner Construction's Sports Group was created to focus our enormous breadth of specialized resources on the unique aspects of sports construction. Over the last few decades of prominence as a sports builder, Turner has created a wealth of internal expertise and staff

experience. The Sports Group provides a central repository of that knowledge for utilization by our offices nationwide. For the past decade, *Engineering News Record* has ranked Turner as one of the top Sports Builders in the country.

Turner's highly specialized Sports Group staff is mobile, which allows us to provide services on projects virtually anywhere in the United States. Turner's strong local resources provide logistical support, local business relationships and additional staff. This potent combination of project-specific expertise and local market presence is unmatched in the construction industry.



- 33 Years Experience
- B.S., Building Construction, Virginia Tech

CURRENT RESPONSIBILITIES

As Vice President and General Manager of Turner Construction Company's Sports Group, Mr. Koger is responsible for executive oversight of preconstruction services and construction operations for Turner's major sports facility projects nationwide. Working with Turner's 44 local offices from coast to coast, the Sports Group provides a cadre of experienced sports facility construction management professionals for each project. Mr. Koger provides valuable consultation with franchise Owners and design teams on critical venue development issues such as optimum revenue generation features, premium seat and club amenities, fast-track and design-build delivery systems, and Owner-to-Contractor risk transfer methods.

In April 2008, Koger was named by SportsBusiness Journal as one of the Top 10 "Newsmakers" in sports facility development in the last decade.

In May 2004, Koger was included in SportsBusiness Journal's list of the "Twenty Most Influential People in Sports Facility Design, Architecture and Development." Ranked 7th, he was the first construction management professional on the list.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL
\$295 million

Madison Square Garden Renovation, New York, NY \$642 million

Barclays Center, Brooklyn, NY
TBD

Verizon Center, Washington, DC
\$260 million

Nationwide Arena, Columbus, OH
\$145 million

Louis J. Tullio Arena Renovation, Erie, PA
\$34 million

Huntington Center, Toledo, OH
\$75 million

Citizens Business Bank Arena, Ontario, CA
\$118 million

Peoria Civic Center, Peoria, IL
\$45 million

Jacksonville Veterans Memorial Arena, Jacksonville, FL \$102 million

Iowa Events Center, Des Moines, IA
\$211 million

Northern Kentucky University Bank of Kentucky Center, Highland Heights, KY \$63 million

Florida A&M University Teaching Gym, Tallahassee, FL \$34 million

Purdue University Mackey Arena Expansion, West Lafayette, IN \$82 million


DALE K. KOGER
**Vice President
Principal-in-Charge**

University of Miami BankUnited Center,
Miami, FL \$40 million

Arrowhead Stadium Renovation, *Kansas City, MO* \$307 million

San Francisco 49ers New Stadium, *San Francisco, CA* TBD

Lincoln Financial Field, *Philadelphia, PA*
\$394 million

Soldier Field Rehabilitation, *Chicago, IL*
\$469 million

Lambeau Field Redevelopment, *Green Bay, WI* \$252 million.

EverBank Field Upgrades, *Jacksonville, FL*
\$65 million

Qwest Field, *Seattle, WA*
\$285 million

INVESCO Field at Mile High, *Denver, CO*
\$369 million

Paul Brown Stadium, *Cincinnati, OH*
\$340 million

FedEx Field Upgrades, *Landover, MD*
\$12 million

FedEx Field (Original Construction),
Landover, MD \$280 million

Louisiana Superdome Hurricane Restoration,
New Orleans, LA \$185 million

M&T Bank Stadium (Structural Package),
Baltimore, MD \$40 million

Cleveland Browns Stadium (NFL's Retained Consultant), *Cleveland, OH* \$305 million

New York Sports & Convention Center (Preconstruction), *New York, NY* \$1.2 billion

Kansas City Chiefs Training Facility, *Kansas City, MO* \$30 million

University of Washington Husky Stadium Renovation, *Seattle, WA* TBD

Florida Citrus Bowl Renovations, *Orlando, FL*
\$10 million

Ohio State University The Ohio Stadium Renovation, *Columbus, OH* \$187 million

Georgia Tech Bobby Dodd Stadium Expansion, *Atlanta, GA* \$63 million

North Carolina State University Carter-Finley Stadium Media Center, *Raleigh, NC* \$30 million

University of Colorado Folsom Field Expansion, *Boulder, CO* \$42 million

University of Georgia Sanford Stadium Expansion and Gate 6 Renovation, *Athens, GA* \$31 million

University of Florida Ben Hill Griffin Stadium Expansion, *Gainesville, FL* \$50 million

Colorado State University Sonny Lubick Field at Hughes Stadium Expansion, *Fort Collins, CO* \$10 million

John Carroll University Don Shula Stadium,
University Heights, OH \$7 million


DALE K. KOGER
**Vice President
Principal-in-Charge**

KC Soccer Stadium, Kansas City, MO
\$120 million

PGE Park MLS Upgrades, Portland, OR
\$22 million

Dick's Sporting Goods Park, Denver, CO
\$67 million

Toyota Park, Bridgeview, IL
\$84 million

Rio Tinto Stadium, Sandy, UT
\$72 million

Infinity Park, Glendale, CO
\$10 million

New York Yankees Ballpark, Bronx, NY
Confidential

Nationals Park, Washington, DC
\$428 million

Wrigley Field Bleacher Upgrades, Chicago, IL
\$9 million

RFK Stadium MLB Upgrades, Washington, DC
\$18 million

U.S. Cellular Field - Phases I-V, Chicago, IL
\$59 million

Petco Park, San Diego, CA
\$267 million

Fifth Third Field, Toledo OH
\$35 million

Classic Park, Eastlake, OH
\$14 million

Huntington Park, Columbus, OH
\$30 million

KeySpan Park, Coney Island, NY
\$34 million

Harbor Park, Norfolk VA
\$13 million

**Georgia Tech Russ Chandler Stadium
Renovation, Atlanta, GA** \$7 million

Heritage Park, Bronx, NY
TBD

**University of Pennsylvania Penn Park,
Philadelphia, PA** \$30 million

**Brian Lara Cricket Stadium, San Fernando,
Trinidad** U.S. \$45 million

Jesse Owens Memorial Complex, Dallas, TX
\$33 million

**2002 World Cup Stadium (Means & Methods
Consultant), Seoul, Republic of Korea**
U.S. \$250 million

**Indian Wells Tennis Gardens, Indian Wells,
CA** \$50 million

**Los Angeles Clippers Training Complex,
Playa Vista, CA** \$14 million

**Cleveland Medical Mart & Convention Center,
Cleveland, OH** TBD



DALE K. KOGER
Vice President
Principal-in-Charge

Music City Center, Nashville, TN
\$400 million

Las Vegas Convention Center Renovation Project, Las Vegas, NV TBD

Las Vegas Convention Center Grand Concourse Expansion, Las Vegas, NV TBD

Las Vegas Convention Center Desert Inn Meeting Room Expansion, Las Vegas, NV
TBD

Virginia Beach Convention Center, Virginia Beach, VA \$160 million

Walter E. Washington Convention Center, Washington, D.C. \$650 million

NASCAR Hall of Fame, Charlotte, NC
\$190 million.



GARY BIRDSALL
Vice President,
Preconstruction Services
Manager

- 29 Years Experience
- Texas Tech University, B.S. Construction Engineering

CURRENT RESPONSIBILITIES

Mr. Birdsall manages day-to-day activities of preconstruction team of estimators, schedulers, and value engineering specialists. Ensures design team's compliance with agreed design program requirements and master project schedule utilizing local subcontractors, national vendors and in-house specialty estimators. Develops detailed project cost estimates beginning with programmatic cost models through GMP estimates. Utilizing his experience as a Certified Value Specialist on more than 100 formal V.E. studies ensures optimum project design relative to both initial and long-term operational value within the established project budget. Works with architect to develop bid packages and assists with procurement of all subcontract work, as well as achievement of MBE/WBE project goals.

REPRESENTATIVE EXPERIENCE

Nationwide Arena, Columbus, OH – Design, construction and building operations consulting on this 18,500-seat 726,000 SF arena for the Columbus Blue Jackets NHL expansion team; project includes 52 suites and 2,000 club seats.

Citizens Business Bank Arena, Ontario, CA – A \$118 million, 275,000 SF, 10,500-seat event center for basketball, concerts, and an ECHL hockey team. The Facility utilized a structural precast concrete frame with structural steel roof trusses and an architectural precast concrete exterior wall.

Save Mart Center, Fresno, CA – \$90 million arena, 16,000-seat facility for basketball, hockey and concert events constructed for Fresno State University.

Texas A&M University Coliseum, College Station, TX – Preconstruction services for new multi-purpose arena.

San Francisco 49ers New Stadium, San Francisco, CA – Design-Build services on a new stadium for the San Francisco 49ers. Construction is scheduled for completion in 2015.

Arrowhead Stadium Renovation, Kansas City, MO – A \$307 million renovation to Arrowhead Stadium, originally constructed in 1972. Work will include the addition of a new press box along the south sideline and a suite level along the north sideline structures. On the club level, the suites, national broadcast booth and coaches' booths will be renovated and expanded. On the lower/club/upper levels, fan amenities such as restrooms, concessions, retail, and fan accommodation stations will be renovated and the concourses will double in width.

FedEx Field Upgrades, Landover, MD - \$12 million upgrades, including the addition of 5,000 seats. The project also included a new sound system and other mechanical and electrical upgrades.

Gillette Stadium, Foxboro, MA – 60,000-seat NFL football stadium for the New England Patriots.

Reliant Stadium, Houston, TX – 70,000-seat NFL football stadium for the Houston Texans.


GARY BIRDSALL
**Vice President,
Preconstruction Services
Manager**

Ford Field, Detroit, MI – 65,000-seat NFL football stadium for the Detroit Lions.

New York Sports & Convention Center (Preconstruction), New York, NY – A new \$1.2 billion, 2.6 million SF, 75,000 seat multi-purpose stadium and convention center facility that was planned to be built adjacent to the Javits Convention Center, and over the 13 Acre Long Island Railway West Side Yards. After 16 months of planning, the project was abandoned.

Sun Devil Stadium Upgrades, Tempe, AZ – Major upgrades and renovations of Arizona State University football stadium to accommodate program requirements of both the collegiate team and the NFL Arizona Cardinals.

Texas A&M University Kyle Field Renovation & Expansion Feasibility Study, College Station, TX – South and West sideline renovations for suite, club, general admission and student athletic facilities.

Petco Park, San Diego, CA – Preconstruction services for \$242 million, 45,000-seat major league ballpark for the San Diego Padres on an urban site including several features unique to MLB venues.

Sevier County Multi-Use Baseball Stadium, Knoxville, TN – Provided specialized sports facility consulting services to the franchise owner for a new 6,000-seat Class AA minor league ballpark including 16 luxury suites and a full-service restaurant.

Brian Lara Cricket Stadium, San Fernando, Trinidad and Tobago – U.S. \$45 million new world-class cricket stadium, named for Mr. Brian

Lara, a native of Trinidad who is recognized as one of the greatest cricket players of all time. The facility will include 15,000 permanent seats with expandable capacity for an additional 10,000 seats.

Indian Wells Tennis Garden, Indian Wells, CA – \$48 million championship tennis complex including a 16,100-seat stadium, 20 courts, and related support buildings on 40 landscaped acres.

Seoul 2002 World Cup Stadium, Seoul, Republic of Korea – As a member of the City of Seoul's construction management team, provided specialized sports facility consulting services to the design-build team for a new 63,900-seat main stadium for the World Cup 2002 competition. Primary focus was centered on fast-track construction means and methods, particularly as related to the stadium superstructure and cable-suspended fabric roof system.

Las Vegas Convention Center Renovation Project, Las Vegas, NV – Upgrades and renovations to the existing facility including North Hall Lobby and Concourse, existing Grand Concourse, Central Concourse, East Concourse and Northeast Meeting Rooms. The project also includes a major modification and upgrade of existing areas in the North Hall.

Las Vegas Convention Center Grand Concourse Expansion, Las Vegas, NV – 234,000 SF new concourse to connect existing exhibit halls. Project also includes a transit canopy, an elevated pedestrian over-cross, and a public pedestrian plaza.

**GARY BIRDSALL****Vice President,
Preconstruction Services
Manager**

Las Vegas Convention Center Desert Inn Meeting Room Expansion, Las Vegas, NV – 184,000 SF new building constructed over Desert Inn Road as an extension to the existing Bridge meeting rooms. Project also includes tie-in work with existing South Hall exhibit hall.

McCormick Place West Expansion, Chicago, IL – \$850 million, 2.1 million SF. This facility offers approximately 470,000 SF of exhibit hall space, 25,000 SF of meeting rooms and a 100,000 SF ballroom.

Walter E. Washington Convention Center, Washington, DC – \$650 million, 2.3 million SF facility, which features approximately 725,000 SF of exhibit hall space, 150,000 SF of meeting rooms and a 70,000 SF ballroom.

Boston Convention & Exhibition Center, Boston, MA – \$451 million, 1.7 million SF. The state-of-the-art, Boston Convention & Exhibition Center (BCEC) is New England's largest convention center, including a 515,000 SF exhibition hall, 165,000 SF of meeting rooms, and a 41,000 SF ballroom.

Orange County Convention Center Phase V Expansion, Orlando, FL – \$520 million, over 1.0 million SF of exhibition space.

Henry B. Gonzalez Convention Center Expansion – Phase I, San Antonio, TX – \$175 million, 867,495 SF of space was added to the convention center increasing the building's size to a little over 1.3 million gross square feet, more than double the size of the existing facility.

Houston Convention Center, Houston, TX – \$110 million, 1.3 million SF facility located downtown.



ROBERT L. RAYBORN, RA
LEED AP
Project Executive

- 32 Years Experience
- Texas A&M University, Master of Architecture
- Texas A&M University, Bachelor Environmental Design
- Registered Architect, State of Minnesota & Commonwealth of Virginia

CURRENT RESPONSIBILITIES

As Project Executive, Robert is responsible for the supervision of the project organization in order to complete the work on time, within the budget, and to the quality specified, while serving as the senior Turner Construction Sports Group representative on the Owner-Architect-Turner team.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL – Program Management services for a \$380 million (\$285 million construction cost), 18,500-seat, 875,000 SF arena for the NBA Orlando Magic. The facility will serve as a multi-entertainment venue for various entertainment and sporting events. The Design/Construction time was 37 months for this Project.

Nationwide Arena, Columbus, OH – A \$150 million, 18,500-seat, 685,000 SF, arena, including the practice rink, office and retail space. Construction of this complex for the NHL Blue Jackets was completed in 29 months.

Philips Arena, Atlanta, GA – A \$140.5 million, 20,000-seat, 650,000 SF arena. Includes 96 private and 2 public party suites. Construction schedule of 25 months. The arena is home of the NBA Atlanta Hawks and the NHL Atlanta Thrashers.

San Francisco 49ers New Stadium, Santa Clara, CA – Design-Build services on a new NFL stadium for the SF49ers. Construction scheduled for completion in 2015.

EverBank Field Upgrades, Jacksonville, FL – A \$60 million upgrade in preparation for Super Bowl XXXIX, consisting of South Endzone additions including the new 16,000 SF “Bud Zone,” Terrace Suite Club, and Terrace Patio. The improvements package included elevators and escalators at both ends of the stadium that serve all levels.

Reliant Stadium, Houston, TX – A \$354 million, 69,500-seat, 1,900,00 SF, retractable roof stadium, with a construction duration of 31 months. The stadium is home to the NFL Houston Texans.

University of Georgia Sanford Stadium Expansion and Gate 6 Renovation, Athens, GA – The stadium expansion includes an upper deck addition of approximately 5,500 new seats to the North Stands of Sanford Stadium. Also included is the superstructure to house future build-out of approximately 21 new suites, 500 level concessions, 200 & 300 level concourses, and a future 100 level Reed Alley Arcade. 102,000 GSF. The two projects together totaled \$31 million.

Minute Maid Field, Houston, TX – A \$230 million, 42,000-seat, 1,260,000 SF, retractable roof ballpark, with a construction schedule of 29 months. The ballpark is home to the MLB Houston Astros.

Turner Field (Conversion of Olympic Stadium), Atlanta, GA – A \$30 million, 49,831-seat, 1,300,00 SF, open air ballpark, with a



ROBERT L. RAYBORN, RA
LEED AP

Project Executive

construction schedule of 7 months. This conversion of the 1996 Olympic Stadium created the new ballpark for the MLB Atlanta Braves.

Coors Field, Denver, CO – A \$176 million, 50,000-seat, 1,452,000 SF, open air ballpark, with a construction schedule of 28 months. Project also includes the renovation of an existing historical warehouse into office space and demolition of six structures located at the site. Coors Field is home of the Colorado Rockies.

Oriole Park at Camden Yards, Baltimore, MD – A \$106 million, 48,000-seat, 674,900 SF, MLB ballpark with a construction schedule of 27 months. The project included renovation of an existing historical warehouse into office space for the Baltimore Orioles and the Maryland Stadium Authority, as well as demolition of 17 structures at the site.

AutoZone Ballpark, Memphis, TN – Three (3) buildings in the development of AutoZone Ballpark, the new Memphis Redbirds ballpark, a Class AAA affiliate of the St. Louis Cardinals. The project included a 14,320 seat, 242,933 SF ballpark, \$46 million, with a construction duration of 16 months; the Toyota Center Building, \$13 million, with a construction duration of 12 months; and a design-build parking garage, \$7 million, with a design/construction duration of 10 months.

Louisville Slugger Field, Louisville, KY – A \$28 million, 11,300-seat ballpark for the AAA Louisville RiverBats, an affiliate of the Cincinnati Reds. The project also included conversion of the Brinly-Hardy Warehouse structure, which encompasses more than 62,000 SF and provides 22,000 SF of retail shops and

restaurants.

AT&T Bricktown Ballpark, Oklahoma City, OK – A \$24 million, 12,000-seat, 290,000 SF ballpark. This ballpark is home for the AAA Oklahoma Redhawks.



- 30 Years Experience
- Licensed Architect – State of Missouri
- University of Kansas, Bachelor of Environmental Design

CURRENT RESPONSIBILITIES

During the design phase, John is responsible for review of design documents assisting in identifying coordination issues, constructability, value engineering, specification review, ability to solicit competitive bids on all materials and timeliness of drawing delivery to the construction team.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL – Program Management services for a \$380 million (\$285 million construction cost), 18,500-seat, 875,000 SF arena for the NBA Orlando Magic. The facility will serve as a multi-entertainment venue for various entertainment and sporting events. The Design/Construction time was 37 months for this Project.

Xcel Energy Center, St. Paul, MN – \$130 million, 18,500-seat NHL arena for the Minnesota Wild.

United Center, Chicago, IL – \$175 million, 21,700-seat NBA/NHL arena for the Chicago Bulls and Chicago Blackhawks.

Alamodome, San Antonio, TX – \$186 million, 65,000-seat stadium/arena which served as home of the NBA’s San Antonio Spurs.

Louis J. Tullio Arena Renovation, Erie, PA – A \$34 million renovation of approximately 26,000

SF of existing space and the construction of approximately 98,000 SF of new space. The scope of the construction/renovation includes facility lobbies, vestibules, administrative offices, team store, training areas, ice floor, mechanical rooms, food service preparation areas, concession/dining areas, concourses, arena seating areas, luxury boxes, club seating, mead production areas, box offices, exterior street scaping and related public gathering areas. This project also includes the demolition of a two level public parking garage located on the west end of the existing site.

Huntington Center, Toledo, OH – A \$75 million multi-purpose arena that is home to hockey, arena football, select basketball tournaments and various concert/special Disney events. This 8,000- 8,500 fixed seat, 267,000 SF arena consists of 20 suites in addition to a club seating area.

Citizens Business Bank Arena, Ontario, CA – A \$118 million, 275,000 SF, 10,500-seat event center for basketball, concerts, and an ECHL hockey team. The Facility utilized a structural precast concrete frame with structural steel roof trusses and an architectural precast concrete exterior wall.

Jacksonville Veterans Memorial Arena, Jacksonville, FL – New 470,000 SF, \$130 million, multi-purpose arena with total seating capacity of 16,000. The arena is one of several projects identified in the Better Jacksonville Plan. This venue hosts national level entertainment, professional and NCAA sporting competitions, primarily hockey and basketball, civic events and minor league sports franchise.


JOHN ZAWODNY, RA
Project Manager

Northern Kentucky University Bank of Kentucky Center, Highland Heights, KY – A new \$63 million, 230,000 SF, 9,500-seat collegiate arena that houses basketball games, trade-shows, concerts, meetings, banquets, and several other events. The arena includes club and suite seating, spaces for administration offices, team locker rooms, food service/kitchen maintenance area offices, receiving docks, suites, club areas, academic space, concourses including restrooms and concessions, and related mechanical/electrical spaces.

Reunion Arena Renovation, Dallas, TX – 200,000 SF renovation to an existing arena to accommodate an NBA franchise.

Arrowhead Stadium Renovation, Kansas City, MO – A \$307 million renovation to Arrowhead Stadium, originally constructed in 1972. Work will include the addition of a new press box along the south sideline and a suite level along the north sideline structures. On the club level, the suites, national broadcast booth and coaches' booths will be renovated and expanded. On the lower/club/upper levels, fan amenities such as restrooms, concessions, retail, and fan accommodation stations will be renovated and the concourses will double in width.

Lambeau Field Redevelopment, Green Bay, WI – A \$252 million renovation of the 1,715,000 SF, 1957 vintage NFL football stadium, home of the Green Bay Packers. Included in the redeveloped stadium were 11,625 additional seats to increase capacity to 72,515. This project also included a new administration building and a five-story retail addition including the Packer's Hall of Fame. Construction phasing was carefully planned to avoid disruption of

scheduled NFL games.

EverBank Field Upgrades, Jacksonville, FL – A \$60 million upgrade in preparation for Super Bowl XXXIX, consisting of both North Endzone and South Endzone additions, including the new 16,000 SF "Bud Zone," Terrace Suite Club and Terrace Patio. The improvements package included elevators and escalators that serve all levels.

Raymond James Stadium, Tampa, FL – \$168 million, 66,300-seat NFL stadium for the Tampa Bay Buccaneers.

EverBank Field, Jacksonville, FL – \$130 million, 73,000-seat NFL stadium for the Jacksonville Jaguars.

Edward Jones Dome, St. Louis, MO – \$198 million, 66,000-seat fixed roof NFL stadium for the St. Louis Rams.

Cotton Bowl Renovation, Dallas, TX – New sideline seating stand infilled between the existing stands, local and national press/media facilities, Concession and toilet facilities, suites and club spaces, team facilities and locker rooms. Total square footage 650,000. Budget \$55 million.

Missouri Western State College Football Stadium, St Joseph, MO – \$1 million - 4,000 seat open air collegiate football facility including playing field, on-grade CIP seating decks with bench seating, concession and toilet buildings.

Jacobs Field, Cleveland, OH – \$175 million, 42,800-seat ballpark for the Cleveland Indians.



JOHN ZAWODNY, RA

Project Manager

Coors Field, Denver, CO – A 50,000-seat, 1,452,000 SF, five (5) level ballpark. Construction cost of \$176 million with a construction schedule of 28 months. Project also includes the renovation of an existing historical warehouse into office space and demolition of six structures located at the site. Coors Field is home of the Colorado Rockies.

Dolphin Stadium MLB Conversion, Miami Gardens, FL – \$40 million conversion of the NFL stadium to allow the stadium to also serve as home of major league baseball's Florida Marlins.

RFK Stadium Upgrades, Washington, DC – \$15 million fast-track design-build delivery of improvements to RFK Stadium to accommodate the relocated MLB franchise to Washington, DC while continuing to serve as home to the DC United Major League Soccer franchise. RFK was also be the temporary home of the Washington Nationals Major League Baseball franchise for three seasons while a new ballpark was built in DC.

Fifth Third Field, Toledo OH – 10,000-seat AAA ballpark including 16 suites and a full service restaurant for the Toledo Mud Hens.

Classic Park, Eastlake, OH – 5,800-seat single "A" ballpark with 4,500 fixed seats, 260 upgrade seats in 20 luxury suites.

Hong Kong the Sevens, Hong Kong, China – The design included suites, press/media facilities, club seats and club facilities, upscale patron restaurants and bars and World Cup Soccer field capabilities. Total square footage 400,000, Budget unknown.

Ritz Carlton Hotel, Clayton, MO – A \$120 million, 450,000 SF hotel.

Metropolitan Community Colleges, Kansas City, MO – Project consisted of two complete campuses with 11 buildings for the Longview and Maple Woods campuses totaling over 1,000,000 SF. The Longview Campus consisted of the Learning Resources, Student Services, Business, Science Technology, Industrial Technology and Liberal Buildings. The Maplewoods Campus consisted of Math/Science, Business, Learning Resources, Humanities, and Administration Buildings

Missouri Western State College Phase I Physical Education Building, St Joseph, MO – \$1 million and included a natatorium, classrooms, a main gymnasium, workout rooms, locker rooms team practice facilities.

Missouri Western State College Addition to the Physical Education Building, St Joseph, MO – \$750,000 and included classrooms, a secondary gymnasium, workout rooms, locker rooms and physical therapy and hydrotherapy areas.

Fort Riley Youth Activity Center, Fort Riley, KS - \$4 million Youth Services Building which included gymnasiums, classrooms, workout/exercise rooms, dance studios, lounges, recreation spaces, food service/kitchen spaces.



■ 49 Years Experience

CURRENT RESPONSIBILITIES

As Field Superintendent, Mr. Williams will be the primary day-to-day contact with the trade contractors and suppliers. He will be responsible for overall direction of the work in the field and for coordinating Turner’s field activities with those of all other project team members. He will provide on-site leadership and ensure that the work is properly and completely executed.

REPRESENTATIVE EXPERIENCE

Amway Center, Orlando, FL – Program Management services for a \$380 million (\$285 million construction cost), 18,500-seat, 875,000 SF arena for the NBA Orlando Magic. The facility will serve as a multi-entertainment venue for various entertainment and sporting events. The Design/Construction time was 37 months for this Project.

Phillips Arena, Atlanta, GA – A 20,000-seat, 650,000 SF arena. Includes 96 private and 2 public party suites. Construction cost of \$140 million with a construction schedule of 25 months. The arena is home of the NBA Atlanta Hawks and the NHL Atlanta Thrashers.

Jacksonville Veterans Memorial Arena, Jacksonville, FL – New 470,000 SF, \$110 million, multi-purpose arena with total seating capacity of 16,000. The arena is one of several projects identified in the Better Jacksonville Plan. This venue hosts national level entertainment, professional and NCAA sporting competitions, primarily hockey and basketball, civic events and minor league sports franchise.

Northern Kentucky University Bank of Kentucky Center, Highland Heights, KY – A new \$63 million, 230,000 SF, 9,500-seat collegiate arena that houses basketball games, trade-shows, concerts, meetings, banquets, and several other events. The arena includes club and suite seating, spaces for administration offices, team locker rooms, food service/kitchen maintenance area offices, receiving docks, suites, club areas, academic space, concourses including restrooms and concessions, and related mechanical/electrical spaces.

University of South Carolina Colonial Center, Columbia, SC – \$64 million, 18,000-seat arena that serves as home to the Gamecock basketball teams, and hosts concerts, conferences and ceremonies. The facility includes 41 suites and a 4,500 SF club area.

Georgia Dome, Atlanta, GA – Completed in 1992 at \$230 million, the Dome seats 71,250 for Atlanta Falcons football games. It is the largest cable-supported dome stadium in the world, featuring a Teflon-coated fiberglass roof that allows natural light into the seating bowl. The 1,600,000 SF building was completed with 203 suites and 4,600 club seats.

Turner Field (Conversion of Olympic Stadium), Atlanta, GA – A 49,831-seat, 1,300,00 SF, five (5) level, open air ballpark. This \$30 million conversion of the 1996 Olympic Stadium created the new ballpark for the Atlanta Braves. Construction schedule of 7 months.

Atlanta - Fulton County Stadium, Atlanta, GA – Completed as home of both the Atlanta Braves and the Atlanta Falcons, the stadium construction cost when it opened in 1964 was \$18 million. The stadium served the Atlanta area




RONNIE WILLIAMS
Field Superintendent

for more than 30 years before it was replaced by newer venues and demolished in 1997.

AutoZone Ballpark, Memphis, TN – Three (3) buildings in the development of AutoZone Ballpark, the new Memphis Redbirds ballpark, a Class AAA affiliate of the St. Louis Cardinals. The project included a 14,320 seat, 242,933 SF ballpark, \$46 million, with a construction duration of 16 months; the Toyota Center Building, \$13 million, with a construction duration of 12 months; and a design-build parking garage, \$7 million, with a design/construction duration of 10 months.

Las Vegas Convention Center Renovation Project, Las Vegas, NV – Upgrades and renovations to the existing facility including North Hall Lobby and Concourse, existing Grand Concourse, Central Concourse, East Concourse and Northeast Meeting Rooms. The project also includes a major modification and upgrade of existing areas in the North Hall.

Las Vegas Convention Center Grand Concourse Expansion (on hold), Las Vegas, NV – 234,000 SF new concourse to connect existing exhibit halls. Project also includes a transit canopy, an elevated pedestrian overcross, and a public pedestrian plaza.

Las Vegas Convention Center Desert Inn Meeting Room Expansion (on hold), Las Vegas, NV – 184,000 SF new building constructed over Desert Inn Road as an extension to the existing Bridge meeting rooms. Project also includes tie-in work with existing South Hall exhibit hall.

Citigroup Citi Center, Jacksonville, FL – 68 acre site, 530,000 SF, \$68 million Call Center for

Citicorp. Structural steel frame with architectural precast concrete exterior walls. Raised access flooring throughout. Houses approximately 4,500 people 24 hours/day, 7 days/week.

Regency Hyatt House, Atlanta, GA – Eighteen-story hotel with a revolving top story restaurant in downtown Atlanta.

GTE Wireless Headquarters, Alpharetta, GA – 405,000 SF new corporate campus on 38-acre site. Three buildings are a call center (Building 1, 140,405 SF), administrative office (Building 2, 144,514 SF) and executive offices (Building 3, 120,287 SF).

MARTA, Atlanta, GA – Two metropolitan rail stations, West End MARTA Station and Peachtree CN 130 MARTA Station, respectively costing \$20 million and \$50 million.

Delta Airlines, Atlanta, GA – Addition to the Delta Airlines terminal at Atlanta's Hartsfield airport, included ticketing and concession stores.

Bell South, Atlanta, GA – Twenty-story office building to house Bell South's headquarters located in downtown Atlanta.

Current Facility Type	Project	Location	Current Tenant(s)	Owner	Architect	Description	Construction Cost	Completion
	Louis J. Tullio Arena Renovation	Erie, PA	Erie Otters (OHL) Erie BayHawks (NBAD)	Erie County Convention Center Authority	Sink Combs Dethlefs Friday Architects	Turner has been awarded the renovation of the Tullio arena. The project includes the renovation of approximately 26,000 SF of existing space and the construction of approximately 98,000 SF of new space. The scope of the construction/renovation includes facility lobbies, vestibules, administrative offices, team store, training areas, ice floor, mechanical rooms, food service preparation areas, concession/dining areas, concourses, arena seating areas, luxury boxes, club seating, mead production areas, box offices, exterior street scaping and related public gathering areas. This project also includes the demolition of a two level public parking garage located on the west end of the existing site.	\$34,000,000	2012
	Huntington Center	Toledo, OH	Toledo Walleye (ECHL) Toledo Bullfrogs (AF2)	The Board of Lucas County Commissioners	HNTB The Collaborative Inc. Poggemeyer Design Group	Turner has been selected to provide construction management services for this multi-purpose arena that will be home for hockey, arena football, select basketball tournaments and various concert/special events. This 8,000-8,500 fixed seat, 250,000 SF arena will also consist of 20 suites in addition to a club seating area. Additionally, Lathrop is responsible for a 25,000 square foot ballroom renovation project and pedestrian walkway attached to the Seagate Convention Center. This is the second sports project awarded to Lathrop by the Board of the Lucas County Commissioners. Fifth Third Field was completed in 2002 and is located just one block from the site of this new arena.	\$75,000,000	2009
	Citizens Business Bank Arena	Ontario, CA	Ontario Reign (ECHL)	City of Ontario	Rossetti	Turner provided construction management services on this 275,000 SF, 10,500-seat event center for basketball, concerts, and an ECHL hockey team, the Ontario Reign. The Facility will utilize a structural precast concrete frame with structural steel roof trusses and an architectural precast concrete exterior wall.	\$118,000,000	2008
	Peoria Civic Center Renovation & Expansion	Peoria, IL	Peoria Rivermen (AHL) Peoria Pirates (AF2) Bradley University Braves	Civic Center Authority	Populous (Formerly HOK SVE)	Turner Construction Company provided program construction management services on the renovation and addition to the Peoria Civic Center. Work included an expansion of the existing exhibition hall and the addition of a new ballroom, kitchen and meeting rooms. Upgrades included renovations to the existing lobby and replacement of the east exterior wall. Also included were upgrades to Carver Arena, providing new concessions and new food courts. New spaces were provided for administration, ticketing and building support spaces. All additions and renovations were completed while the facility remained operational.	\$55,000,000	2007
	Wells Fargo Arena	Des Moines, IA	Iowa Energy (NBAD) Iowa Barnstormers (AF2)	Polk County	Populous (Formerly HOK SVE)	Turner Construction, along with our joint venture partner, provided construction management services for the Wells Fargo Arena. The 16,000-seat arena is primarily designed for sports and entertainment events and is home to the American Hockey League Iowa Stars. It includes 36 corporate suites, 20 loge boxes, 600 club seats, a club lounge and restaurant.	\$108,000,000	2005
	Jacksonville Veterans Memorial Arena	Jacksonville, FL	Jacksonville University Dolphins Jacksonville Sharks (AFL)	City of Jacksonville	Populous (Formerly HOK SVE)	Turner provided general contracting and construction management services for this arena. Seating capacity is 16,000 with 32 suites, 1,100 club seats, totaling 450,000 SF. Turner's scope of work included the procurement and installation of concessions equipment and fixtures, furnishings, and equipment for this operator. This venue hosts national level entertainment, professional and NCAA sporting competitions, primarily hockey and basketball, and civic events.	\$130,000,000	2003
	Verizon Arena	North Little Rock, AR	Arkansas Twisters (AF2)	Pulaski County Facilities Board	Rosser International	Turner provided construction management services for this 18,000-seat multi-purpose arena. The arena has a maximum seating capacity of 18,000 for basketball and all the amenities to make it a point of pride for the local community. In addition to sporting events, this multi-purpose facility also hosts the circus, Champions on Ice Figure Skating exhibitions, concerts and a number of other exciting quality attractions.	\$50,000,000	1999
	Maverik Center	West Valley City, UT	Utah Grizzlies (ECHL) Utah Blaze (AFL)	City of West Valley	Populous (Formerly HOK SVE)	The E Center is a multi-purpose arena that serves as the home a minor league hockey team. It also served as the venue for the ice hockey and team speed skating events in the 2002 Winter Olympic Games in Utah. The 300,000 SF arena seats 10,500 for hockey and 12,000 for concert events. The seating is a double bowl design with 40 luxury suites expandable to 52. The construction duration was 17 months including the concession build-out where Turner provided services to the building operator.	\$57,000,000	1997
	Crown Coliseum	Fayetteville, NC	Fayetteville FireAntz (SPHL) Fayetteville Guard (AIFA)	County of Cumberland	Odell Associates	This 12,500-seat, circular coliseum has a cable dome roof. The Coliseum seating capacity is expandable to 15,000. The coliseum is adjacent to the Charlie Rose Agri Expo Center and completes the Civic Center Complex. The two combined facilities offer 100,000 SF of exposition space and total arena space of 263,000 SF. This versatile facility is host to world-class concerts and performances, provides an ice floor for hockey and ice shows, and offers a wide variety of configurations for assemblies and exhibitions.	\$55,000,000	1997
	Kemper Arena Expansion	Kansas City, MO		City of Kansas City	HNTB	Turner was responsible for preconstruction and construction management of the expansion of the R. Crosby Kemper Arena. This expansion added 465 seats in the lower bowl and 1,700 seats in the upper. The expansion included bringing the building up to ADA standards by upgrading restrooms, adding tunnel access to the arena floor and adding new elevators for grade level access to the concourse. To accomplish the seating expansion in the upper bowl, one of three exterior tubular trusses supporting the roof was expanded to allow the roof to be raised. A new lobby/entrance was added to the building. All construction was scheduled to allow full-uninterrupted use of this arena.	\$22,000,000	1996

Current Facility Type	Project	Location	Current Tenant(s)	Owner	Architect	Description	Construction Cost	Completion
	KeyArena Renovation	Seattle, WA	Seattle Storm (WNBA)	Seattle Center Redevelopment Office	NBBJ	Turner served in support of Owner's staff for the expansion and renovation of the KeyArena. The building was completely reconstructed retaining only the concrete edge beam, glass curtain walls and steel roof trusses of the existing structure. Seating capacity of the expanded facility is 17,500. The project involved lowering the arena floor 35 feet, adding 58 luxury boxes, providing new restrooms and concession areas, demolishing old seating and risers and installation of new risers/seating. The project also included replacement of the roof structure and extensive sitework around the facility.	\$44,000,000	1995
	Charleston Civic Center	Charleston, WV		City of Charleston	Ellerbe Becket Silling Associates, Inc.	Preconstruction and construction management services were provided on this multi-purpose arena complex comprising 270,000 SF with a seating capacity of 12,500. The building foundation is auger cast piles supporting a cast-in-place concrete frame and precast seating units. The facility houses such activities as basketball games and concerts. Also included in the total gross area is a new lobby containing 38,850 SF as well as miscellaneous sitework. Maintaining existing spaces for use at periods was part of the logistic planning provided by the Turner staff.	\$18,000,000	1980
College Arenas								
	Mackey Arena Renovations	West Lafayette, IN	Purdue University Boilermakers	Purdue University	HNTB	Turner, in association with Davis and Associates, was recently selected to provide CM Agency services for the renovation of Purdue's Mackey Arena. The project will renovate Mackey Arena as well as include a significant addition for a student-athlete academic center, a basketball practice court, athletic offices and student-athlete training facilities. The project will also include the relocation of the Grad Prix track, two outdoor football practice fields and a parking lot. The facility will remain open throughout construction.	\$82,000,000	2011
	David S. Ingalls Rink Renovation	New Haven, CT	Yale University Bulldogs	Yale University	Kevin Roche John Dinkeloo and Associates	Turner is currently providing major renovations to this rink that was originally built in 1958. First phase will address code compliance. Second phase of the renovations will address the ARENA (Upper level.) Third phase includes two new varsity locker facilities, a 3000-sq. ft strength and conditioning facility, various changing rooms, bathrooms and new offices including providing new wall and ceiling design/finishes and new mechanical systems	\$23,000,000	2010
	FAMU Teaching Gym	Tallahassee, FL	Florida A&M University Rattlers	Florida A&M University	Williams-Russell & Johnson, Inc Akin & Associates Architects, Inc.	Turner provided preconstruction and construction services for this Teaching Gym at Florida A&M University. The multi-purpose facility totals 160,000 SF and, in addition to a 10,000-seat arena, includes classrooms, offices, fitness areas, locker rooms, concession areas, retractable seating, and practice courts. The gym is home to the Rattlers basketball and volleyball teams.	\$34,000,000	2009
	Allen Fieldhouse Improvements	Lawrence, KS	University of Kansas Jayhawks	University of Kansas Endowment Association	Gould Evans	Turner is providing construction management at risk services for the improvements to the student athlete locker rooms, existing restrooms, concourses and reorganizing of the concession stands at the historical University of Kansas Allen Fieldhouse. The improvements will be completed while upholding the tradition and history of the Fieldhouse.	\$26,000,000	2009
	Bank of Kentucky Center	Highland Heights, KY	Northern Kentucky University Norse	Northern Kentucky University	GBBN 360 Architecture	Turner provided construction management services for the Bank of Kentucky Center, a new arena for Northern Kentucky University. This 230,000 SF, 9,000-seat facility houses basketball games, tradeshows, concerts, meetings, banquets, and several other events.	\$63,000,000	2008
	Allen Fieldhouse Renovations	Lawrence, KS	University of Kansas Jayhawks	University of Kansas Endowment Association	Populous (Formerly HOK SVE)	Turner renovated the 85,000 SF, 50 year-old Allen Fieldhouse by installing a new playing surface, scoreboard, sound and lighting system, in addition to cleaning the underside of the roof, replacing all the bleachers and renovating all the chairs within the Field House. In addition to the general maintenance, new structural and electrical upgrades were installed for the new scoreboard.	\$1,500,000	2005
	NIU Convocation Center	Dekalb, IL	Northern Illinois University Huskies	Northern Illinois University	A. Epstein & Sons	Turner provided construction management services for the this 211,000-SF facility, which serves as home for the NIU men's and women's basketball teams as well as volleyball, wrestling and women's gymnastics competitions, as well as the athletics department. An additional aspect of the Convocation Center is an indoor. The center is also used to house concerts, theatrical productions and family entertainment such as circus acts or ice shows. The center features 10,000 seats for concerts and a capacity of 8,700 for athletics events.	\$40,600,000	2002
	BankUnited Center	Coral Gables, FL	University of Miami Hurricanes	University of Miami	Spillis, Candella & Partners	Turner provided construction management services for the BankUnited Center. The center is 205,000 SF and contains 16 private suites, concourse level, administrative offices and team locker rooms. Seating capacity ranges from 5,300 to 6,000 seats.	\$40,000,000	2002

Current Facility Type	Project	Location	Current Tenant(s)	Owner	Architect	Description	Construction Cost	Completion
	Civic Arena Upgrades	Pittsburgh, PA	Pittsburgh Penguins	Pittsburgh Hockey Associates	Populous (Formerly HOK SVE)	Addition of 1,300 seats on new balconies at the north and south end of the arena. The work included sixteen new mini-suites and six new luxury super boxes, and relocation of the existing Press Area from the north side of the rink to the south side. Work was performed during the four-month off-season and required consideration with ongoing summer arena events.	\$9,000,000	1998
	Charlotte Coliseum	Charlotte, NC		City of Charlotte	Odell Associates, Inc.	Preconstruction and construction management services were provided on this 25,000 seat, multi-purpose arena. The elliptical-shaped coliseum was 465,000 SF, included on-grade parking for 8,000 cars, and was located on a 110-acre site. The facility was founded on caissons, with a structural steel frame and split-face block masonry exterior wall. The roof structure consisted of a bridge truss system that was 35-feet deep, spanning 450 feet in the long direction and 260 in the short direction.	\$98,000,000	1988



CLIENT

Owner: City of Orlando
Developer: Events Center Development, LLC

ARCHITECT

Populous
in association with
Baker Barrios Architects and
CT Hsu Architects

PROGRAM COST

\$380,000,000

CONSTRUCTION COST

\$285,000,000

COMPLETED

2010

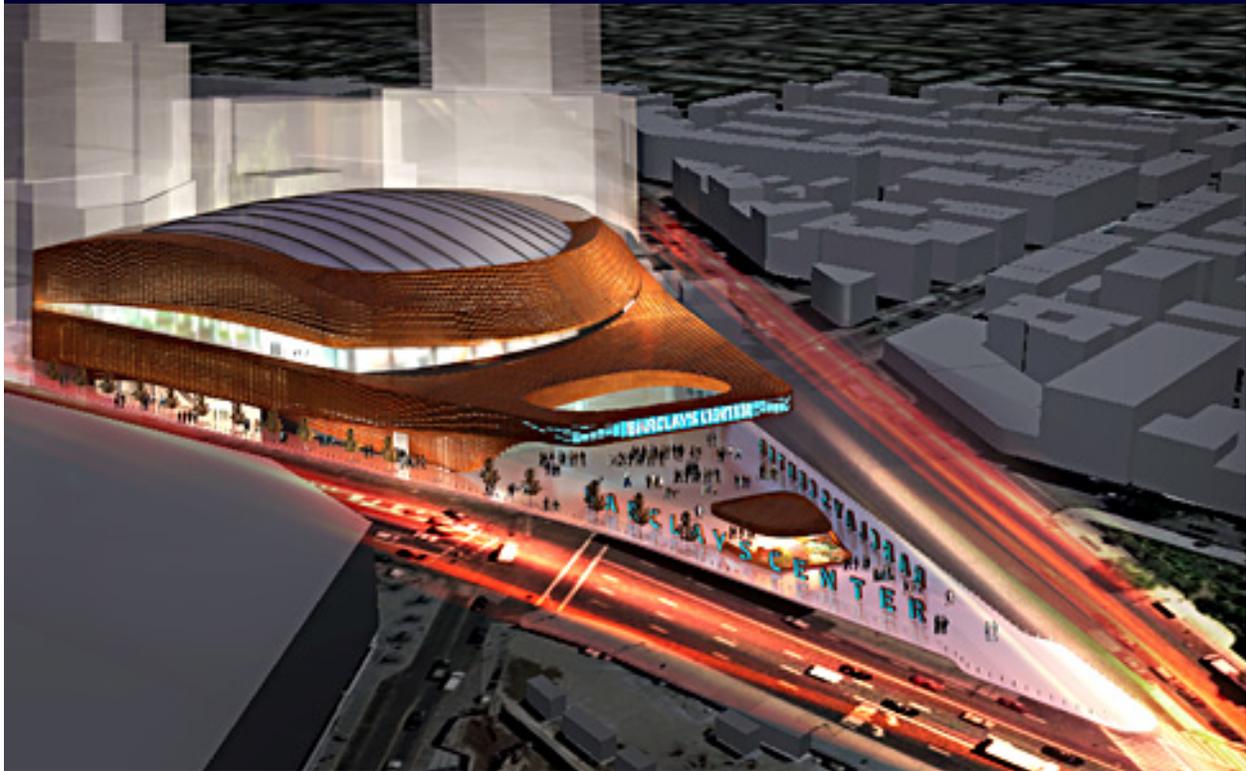
LEED certification candidate

Turner served as Program Manager for Events Center Development, LLC, a subsidiary of the Orlando Magic, for the new Amway Center. This 875,000 SF, seven-level, environment-friendly venue is home to the NBA's Orlando Magic, the Arena Football League's Orlando Predators, professional ice hockey, ice shows, concerts, and various other athletic competitions and events. The Center includes 66 suites, 4 party suites, 2 super suites, 58 loge boxes, 1,400 club seats and will have a seating capacity of 18,500 for NBA games, expandable to over 20,000 for NCAA and tournament basketball games. Turner acted as an extension of the Orlando Magic staff, providing overall technical support throughout the design and construction process.

Building The Future

Turner Construction  Sports

BARCLAYS CENTER
BROOKLYN, NY



CLIENT
Forest City Ratner Companies

ARCHITECT
Ellerbe Becket

ESTIMATED CONSTRUCTION COST
TBD

SCHEDULED COMPLETION
2012

LEED certification candidate

Turner is currently providing Program Management services for Barclays Center, the future home of the current New Jersey Nets. The arena will have a capacity of 18,500 for basketball games and will also play host to concerts, entertainment productions, and other events. The facility will be constructed over a major transportation hub consisting of NYC Subway lines and the Long Island Railroad. This world class arena is the focal point of the proposed Atlantic Yards development.

HONDA CENTER
ANAHEIM, CA



CLIENT
Disney Development Corporation

ARCHITECT
Populous (Formerly HOK SVE)

FINAL CONSTRUCTION COST
\$120,000,000

COMPLETED
1993

The Honda Center has a seating capacity of 19,400 for center stage concerts, 18,200 for basketball games and 17,250 for hockey games. There are 84 luxury suites located on two levels. More than 200,000 SF of marble lines the interior concourses and walls. There are four different colors of imported marble, which were secured from mountains in Spain, Taiwan and the Philippines. The arena is the home of the NHL's Ducks.

MADISON SQUARE GARDEN RENOVATION
NEW YORK, NY



CLIENT
Madison Square Garden

ARCHITECT
BBB Architects

ESTIMATED CONSTRUCTION COST
\$642,000,000

SCHEDULED COMPLETION
2013

Turner is providing preconstruction and construction management services for the renovation of Madison Square Garden, including the addition of mid-level suites and bunker suites; improved club and upper-level services and amenities; a new "party" area on the 10th level; enhancements to public concourses; new seats and aisles; new scoreboard and improved access and vertical transportation.

MADISON SQUARE GARDEN
NEW YORK, NY



CLIENT
Madison Square Garden Center

ARCHITECT
Charles Luckman Associates

FINAL CONSTRUCTION COST
\$24,000,000

COMPLETED
1968

This facility is a circular building 425 feet in diameter with a structural steel frame and an exterior wall of precast concrete panels and covers 900,000 SF. The roof structure incorporates tension and compression rings with suspended steel cable to eliminate all interior columns, giving each 22,000 seats in the main area an unobstructed view. At the time of construction, it was the largest clear-span enclosed space in the country. In addition to the main arena, the Madison Square Garden complex also includes a smaller, 5,000-seat auditorium, a 500-seat cinema, the Madison Square Garden Hall of Fame, a Library of Sports, a 48-lane bowling alley and extensive communication facilities.

Madison Square Garden is home of the NBA's Knicks, WNBA's Liberty and NHL's Rangers.

NATIONWIDE ARENA
COLUMBUS, OH



CLIENT
Nationwide Realty Investors, Inc.

ARCHITECT
NBBJ
360 Architecture (Formerly Heinlein+Schrock)

FINAL CONSTRUCTION COST
\$145,000,000

COMPLETED
2000

Turner provided construction management services on this 18,000-seat multi-purpose arena. With an asymmetrical seating bowl, and fantastic view from all locations, the Arena is in a class of its own. Total square footage is 689,000 and the abundant use of glass provides an open accessible atmosphere and visual connection to the downtown Columbus skyline.

The Area is home to the NHL Columbus Blue Jackets. It features an NHL size practice facility and attached office building, retail shops and restaurants.



QUICKEN LOANS ARENA
CLEVELAND, OH

CLIENT

**Gateway Economic Development
Corporation of Greater Cleveland**

ARCHITECT

Ellerbe Becket

FINAL CONSTRUCTION COST

\$151,000,000

COMPLETED

1994

This 21,000-seat, multi-purpose arena is home to the NBA's Cleveland Cavaliers. This arena also plays host to minor league hockey, arena football, big-name concerts, and family shows.

Quicken Loans Arena has 92 private loges, 28 corporate floor boxes and 3,000 club seats. In addition, there are two restaurants, kitchens, Cavaliers offices, food concessions and food courts, a Cavaliers retail store, and two on-site parking garages. This facility has a 727,600 SF structural steel frame with single span steel trusses for a roof structure.

THE ROSE GARDEN ARENA
PORTLAND, OR



CLIENT
Oregon Arena Corporation

ARCHITECT
Ellerbe Becket

FINAL CONSTRUCTION COST
\$149,000,000

COMPLETED
1995

Turner, in joint venture, provided construction management/general contracting services during the design and construction of The Rose Garden Arena. The 758,000 SF facility seats over 20,000 people for basketball games and other events. This facility includes a full-service restaurant, television studio with full production capabilities, satellite up/down links and conference rooms. In addition to the arena itself, the facility includes a seven-story garage for over 1,000 vehicles, two three-story, 500-car parking garages, and a 62,000 SF office building with a supporting 370-car garage. The arena is home to the Portland Trail Blazers.

BRIDGESTONE ARENA
NASHVILLE, TN



CLIENT
**The Metropolitan Government
of Nashville**

ARCHITECT
**Populous (Formerly HOK SVE)
Hart-Freeland-Roberts**

FINAL CONSTRUCTION COST
\$124,000,000

COMPLETED
1996

Turner provided preconstruction and construction management services on this multi-purpose arena. This facility covers 650,000 SF and has a seating capacity of 19,000, including 62 suites and 2000 club seats.

The arena is home of the NHL's Predators. The secondary function of this arena is concerts. Subsequently, much attention was paid to acoustical issues. The facility also has accommodation for television, radio, sportswriters, stages, ticketing, administration offices and 20,000 SF of backstage storage.



January 12, 2011

Tom Friery
Ron Tom
Co-Chairs, Arena Follow-Up Committee
c/o Sacramento First Task Force
1215 K Street
Suite 1700
Sacramento, CA 95814

Subject: Responses to Follow-up Questions

Dear Mr. Friery and Mr. Tom:

We have received your questions, dated January 10, 2011, for discussion at our January 12 follow-up meeting and presentation. Please note that our responses to questions 5, 7, 8 and 9 are provided with our limited knowledge of the specific facts and circumstances related to the new arena development project in downtown Sacramento. Our responses will be more comprehensive if City Council directs us to commence our work and we proceed with our proposed 90 day plan.

In addition to our presentation materials, the following are our responses to such questions.

- 1) Have you had discussions with the NBA and what if any were their response to your project? [*See response below*]
- 2) Have you had any discussions with the Maloof Family or their representatives regarding the arena or the financing plan you envision? What was their response if any? [*See response below*]
- 3) Have you met with City Staff regarding your project? Generally, what was their response? [*See response below*]

Response to Questions 1-3 above

We have not met with the NBA, Maloof Family, or City Staff regarding the new arena project. As noted in our presentation, we propose meeting with all potential stakeholders for a new arena including the NBA, Maloof Family and City Staff as an immediate step once authorized to do so. It is our understanding that the City Council will decide whether and when to accept our proposal. In advance of such acceptance, we will meet with certain stakeholders if the City officials direct us to do so.

- 4) Has your team formally or informally developed each of your duties and responsibilities for this project? What are they? What are your programmed steps in proceeding with the project?

Yes, our team is organized and prepared to proceed immediately. Please refer to our January 12 presentation which outlines the tasks, team member assignments, and corresponding time frames for the completion of our report within the proposed 90 day term.

- 5) What is the financing plan you are planning to proceed with? Do you have any secured equity capital? How much?

We do not have a specific financing plan or secured equity at this time. We intend to develop a financing plan upon the completion of our report.

- 6) Can you meet the time lines you have indicated in your first report for this project? If the City has a shorter time line in mind, could you accomplish most of your objectives?

We can fulfill our proposed tasks within the 90 day term offered in our letter of interest dated 12/30/2010.

- 7) What do you think are the greatest challenges, and potential deficiencies you believe exist for this project? How do you intend to address them?

At this time, we believe that formulating a viable and executable funding plan will be the most significant challenge to developing a new arena in downtown Sacramento. Our report will identify the specific challenges to a new arena project in downtown Sacramento and propose solutions to each along with a funding plan for a new arena. The numerous other challenges surrounding a large scale urban development are certainly noted but deemed manageable by our experienced team.

- 8) Does your financing proposal contemplate tax increment funding, whether in the form of a direct tax or an indirect tax such as TOT, rental car assessment, etc ?

Based on our experience, it is reasonable to expect that some form of public funding will be required to develop a new arena and may include sources like tax increment funding, or a tax on hotels, rental cars, etc.

- 9) Does your financial proposal contemplate a public/private partnership in which the City would contribute something of value such as land, redevelopment funds, etc.?

Although we do not have a financing proposal at this time, we expect that some form of public/private partnership will be necessary for a viable new arena development plan.

Very truly yours,

ICON VENUE GROUP, LLC



Timothy D. Romani
President and CEO

DAVID S. TAYLOR INTERESTS



David S. Taylor
President and CEO



SACRAMENTO ARENA



90-DAY ARENA PLAN PRESENTATION
JANUARY 12, 2011



DAVID S. TAYLOR
INTERESTS, INC.

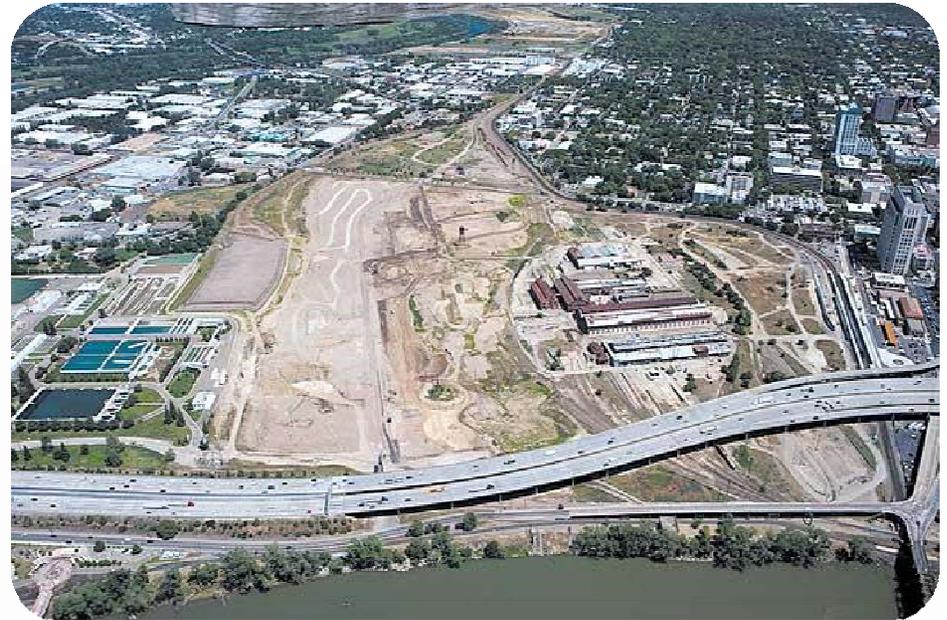
POPULOUS™

Turner

Sacramento Arena - 90 Day Plan

Step 1 - Conduct Initial Meetings with Key Stakeholders

- Sacramento Kings
- NBA
- City of Sacramento
- Inland American
- State and Federal Agencies
- Third Party Developers
- Arena Operators



Sacramento Kings

- Review any existing Kings pro-forma or revenue forecasts for a new arena
- Discuss arena programming needs and expectations of the team (i.e. square footage, seating capacity, suites and premium seats, sponsor fulfillment)
- Discuss revenue sharing and operating expense sharing expectations of the team
- Discuss desired time frame for the development of a new arena
- Discuss ownership, management and control of arena
- Discuss treatment of existing team debt to City
- Discuss team payments toward arena development
- Discuss other design elements (NBA, NHL, FF&E, etc.)



NBA

- Obtain all relevant facts related to past efforts for a new arena development from League Office/John Moag
- Determine all relevant League expectations or mandates for a new arena in Sacramento
- Utilize NBA arena experience and success (Pepsi Center – Denver, Ford Center Renovation – Oklahoma City, Sprint Center – Kansas City)



Pepsi Center – Denver, CO



Sprint Center – Kansas City, MO

City of Sacramento

- Conduct meetings with the Mayor, City Council Members, City Manager and any designated City staff members
- Discuss the nature and scope of any potential City contribution to a new arena development (i.e. land, bonds, TIF, etc.)
- Discuss the applicable process for securing each type of City contribution to a new arena development
- Discuss City's expectations of revenue sharing and operating expense sharing
- Discuss City's expectations of ownership, management and control of arena
- Discuss City's knowledge of any other potential stakeholders



Inland American



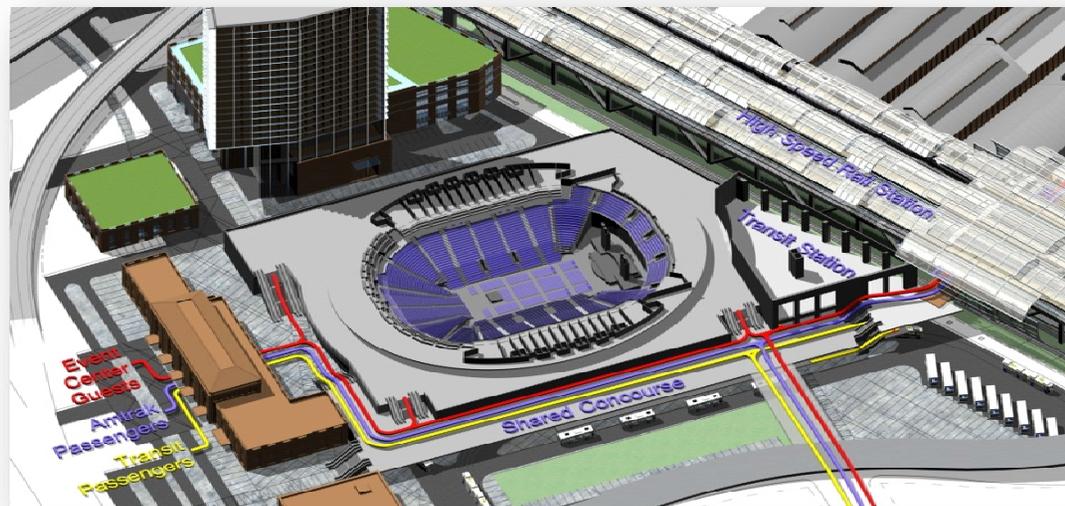
- Discuss Inland's plans for the development and use of the Railyards property
- Discuss if and how an arena development at the Railyards site fits into Inland's plans for the property and how an arena could be best integrated
- Review the current status and future schedule for the ongoing infrastructure activities, including track relocation, on the Railyards property along with any applicable infrastructure funding
- Review all applicable information obtained and produced by Thomas Enterprises and now possessed by Inland related to the arena proposal submitted previously to the Task Force (including development plan)

State and Federal Agencies

- Identify the potential state and federal agencies that may be able to support a new arena development integrated with an intermodal transportation center
- If possible, determine both the nature and scope of the potential support of any applicable state and federal agencies and the corresponding requirements and process to secure such support
- Conduct meetings with appropriate officials from the relevant agencies to discuss necessary steps to obtain available funding

Third Party Developers

- Determine opportunities relating to development of the City and Team owned land in Natomas and how that might contribute to the new arena development.
- Conduct meetings with interested developers to discuss their specific Natomas redevelopment plans and the necessary steps to obtain potential funding or other development assistance.



Arena Operators

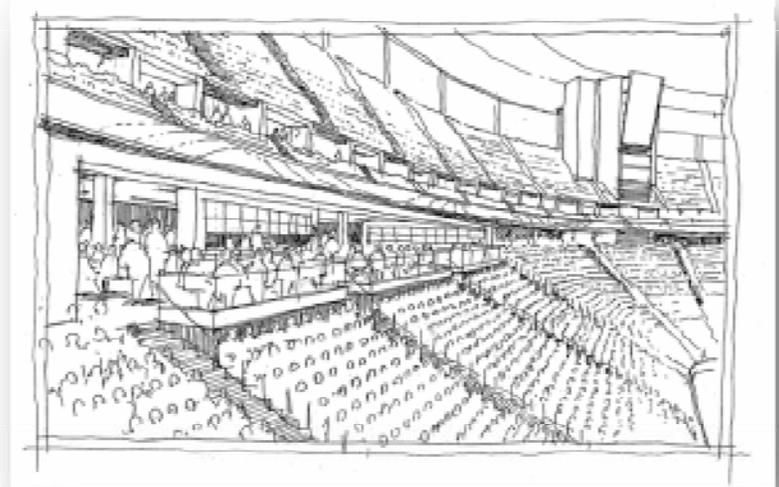
- Engage in discussions with potential arena operators and identify potential financial and arena utilization forecasts.
- Determine and quantify interest in providing capital contribution and any related terms and conditions.
- Obtain arena programming input for other event needs.
- Determine the level of interest of AEG whose facilities include Staples Center (LA Lakers/LA Clippers), Rose Garden (Portland Trailblazers), and American Airlines Arena (Miami Heat)



Sacramento Arena - 90 Day Plan

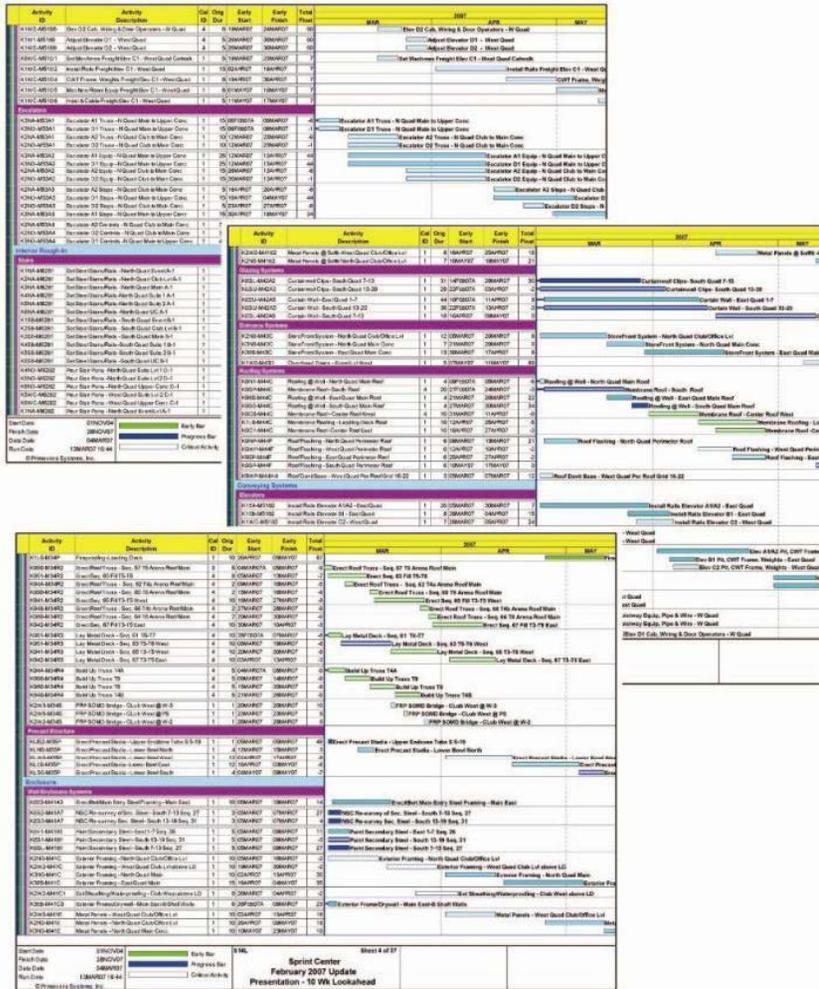
Step 2 – Develop New Arena Program and Concept Design

- Confirm Market Valid Arena Revenue Components and Quantities
- Generate Program Narrative and Matrix
- Produce Arena Concept Drawings



Sacramento Arena - 90 Day Plan

Step 3 – Generate Project Budget and Schedule



- Produce Construction Cost Estimates for Arena, Intermodal Facility and Infrastructure
- Generate All Inclusive Project Budget
- Generate Comprehensive Project Schedule

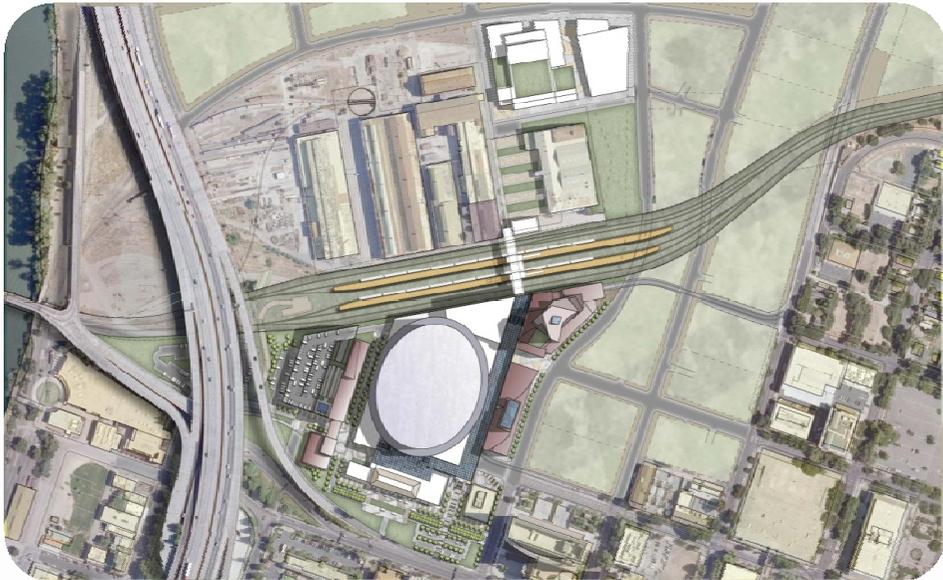
Sacramento Arena - 90 Day Plan

Step 4 – Produce New Arena Preliminary Development Plan “PDP”

- Evaluate the preliminary design and cost estimate for a new arena
- Explore options for minimizing development costs and maximizing operating revenue and income
- Refine the complete arena project budget and schedule
- Generate arena project development pro-formas
- Identify and evaluate funding sources and, if any, funding shortfall

Sacramento Arena - 90 Day Plan

Step 5 – Follow Up with Key Stakeholders



- Present PDP to Key Stakeholders for Review and Comment
- Revise and Refine PDP per Stakeholder Input

Sacramento Arena - 90 Day Plan

Step 6 – Prepare Final Report for Task Force

- Outline Process and Deliverables
- Present PDP
- Identify Opportunities and Challenges
- Discuss Overall Development Feasibility



Sacramento Arena - 90 Day Timeline

ID	Task Name	Duration	Start	Finish	February		March			April			Ma					
					1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10	4/17
1	Sacramento Arena 90-Day Plan	64 days	2/1/11	4/29/11														
2	Receive Notice to Proceed from Arena Task Force	0 days	2/1/11	2/1/11														
3	Conduct Initial Meetings with Key Stakeholders	8 days	2/2/11	2/11/11														
4	Sacramento Kings	3 days	2/2/11	2/4/11														
5	NBA	3 days	2/2/11	2/4/11														
6	City of Sacramento	3 days	2/2/11	2/4/11														
7	Inland American	5 days	2/7/11	2/11/11														
8	State and Federal Agencies	5 days	2/7/11	2/11/11														
9	Third Party Developers	5 days	2/7/11	2/11/11														
10	Arena Operators	5 days	2/7/11	2/11/11														
11	Develop New Arena Program and Concept Design	25 days	2/14/11	3/18/11														
12	Confirm Market Valid Arena Revenue Components and Quantities	5 days	2/14/11	2/18/11														
13	Generate Program Narrative and Matrix	5 days	2/21/11	2/25/11														
14	Produce Arena Concept Drawings	15 days	2/28/11	3/18/11														
15	Generate Project Budget and Schedule	13 days	3/16/11	4/1/11														
16	Produce Construction Cost Estimates for Arena, Intermodal and Infrastructure	11 days	3/16/11	3/30/11														
17	Generate All Inclusive Project Budget	5 days	3/28/11	4/1/11														
18	Generate Comprehensive Project Schedule	5 days	3/28/11	4/1/11														
19	Produce New Arena Preliminary Development Plan "PDP"	14 days	3/21/11	4/7/11														
20	Evaluate the preliminary design and cost estimate for a new arena	5 days	3/21/11	3/25/11														
21	Explore options for minimizing development costs and maximizing operating revenue and income	5 days	3/28/11	4/1/11														
22	Refine the complete arena project budget and schedule	5 days	3/28/11	4/1/11														
23	Generate arena project development pro-formas	5 days	3/28/11	4/1/11														
24	Identify and evaluate potential funding sources	8 days	3/28/11	4/6/11														
25	Produce Preliminary PDP	2 days	4/6/11	4/7/11														
26	Follow Up with Key Stakeholders	10 days	4/11/11	4/22/11														
27	Present PDP to Key Stakeholders for Review and Comment	5 days	4/11/11	4/15/11														
28	Revise and Refine PDP per Stakeholder Input	2 days	4/18/11	4/19/11														
29	Produce Final PDP	3 days	4/20/11	4/22/11														
30	Prepare Final Report for Task Force	5 days	4/25/11	4/29/11														
31	Outline Process and Deliverables	5 days	4/25/11	4/29/11														
32	Identify Opportunities and Challenges	5 days	4/25/11	4/29/11														
33	Discuss Overall Development Feasibility	5 days	4/25/11	4/29/11														
34	Present PDP	0 days	4/29/11	4/29/11														

Project: Sacramento Arena 90 Day Pla
Date: 1/11/11

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

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Project: Sacramento Arena 90 Day Pla Date: 1/11/11	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	