

VOLUME 4: REVENUE ENHANCEMENT OVERVIEW



aloha stadium PLANNING STUDY FINAL REPORT - 12.22.05

VOLUME 4: REVENUE ENHANCEMENT OVERVIEW



SECTION VII: REVENUE ENHANCEMENT OVERVIEW



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ALOHA STADIUM PLANNING STUDY 2005

PART VII

Revenue Enhancement Overview – Limited Scope Analysis



Barrett Sports Group, LLC

December 22, 2005

Final Report



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I. Scope of Services

SCOPE OF SERVICES



I. Scope of Services

- Developed a comprehensive understanding of the situation and goals
- Conducted a site tour of Aloha Stadium
- Conducted a site tour of Stan Sheriff Center and Blaisdell Center
- Interviewed key representatives of the following organizations:
 - ✓ State of Hawaii
 - ✓ Aloha Stadium
 - ✓ University of Hawaii
 - ✓ National Football League
 - ✓ Centerplate
- Reviewed key market characteristics on an overview level
- Reviewed historical and anticipated event mix for Aloha Stadium
- Reviewed historical major revenue and expense items for Aloha Stadium
- Reviewed Aloha Stadium tenant leases and other relevant documents
- Prepared an overview of recent stadium renovation/new construction projects
- Evaluated revenue enhancement opportunities – preliminary assessment



I. Scope of Services

- ✓ Identified and interviewed representatives of recently renovated collegiate facilities:
 - Kinnick Stadium (University of Iowa)
 - Boone Pickens Stadium (Oklahoma State University)
 - Tiger Stadium (Louisiana State University)
 - Carter-Finley Stadium (North Carolina State University)
 - Lane Stadium (Virginia Tech University)
 - Spartan Stadium (Michigan State University)
 - Folsom Field (University of Colorado, Boulder)
 - Autzen Stadium (University of Oregon)
 - Gaylord Family Memorial Stadium (University of Oklahoma)
 - Bobby Dodd Stadium (Georgia Tech University)
 - Ohio Stadium (Ohio State University)
 - Beaver Stadium (Penn State University)

- ✓ Identified and interviewed representatives of recently constructed “new” collegiate facilities:
 - Rentschler Field (University of Connecticut)
 - Gerald J. Ford Stadium (Southern Methodist University)
 - Papa John’s Cardinal Stadium (University of Louisville)



I. Scope of Services

- ✓ Identified and reviewed inventory of premium seating products at other recently renovated collegiate facilities:
 - Ross-Ade Stadium (Purdue University)
 - Ben Hill Griffin Stadium (University of Florida)
 - Vaught-Hemingway Stadium (University of Mississippi)
 - Donald W. Reynolds Razorback Stadium (University of Arkansas)
 - Memorial Stadium (University of Nebraska)
 - Scott Stadium (University of Virginia)
 - Commonwealth Stadium (University of Kentucky)
 - Bryant-Denny Stadium (University of Alabama)
 - Royal Memorial Stadium (University of Texas)

- ✓ Prepared a high level comparison of a new stadium versus renovating Aloha Stadium – preliminary assessment



II. Market Overview

MARKET OVERVIEW



II. Market Overview

Market Demographics – General Observations

- The Honolulu market is unique given its location and reliance on the tourism industry.
- *Due to the unique nature of the market, traditional comparisons with other market areas (and stadiums) are somewhat limited in reliability and have been included for illustrative purposes only.*
- We have compared the Honolulu market area to the following markets:
 - ✓ WAC market areas
 - ✓ Other market areas with a “comparable” stadium (defined for this report as non-university owned/operated stadiums)
- The Honolulu market compares favorably with WAC market areas in key demographic measures.
- The Honolulu market is significantly smaller than other markets that have a non-university owned/operated stadium. However, given the lack of premium seating in Honolulu, the ratio of companies to potential luxury suites (assumed at 10 for analytical purposes) compares favorably to these other markets.
- Should the State of Hawaii elect to proceed with one or more of the revenue enhancement options described in this report, consideration should be given to completing a comprehensive market survey to assess and validate potential demand/support.

II. Market Overview

Market Demographics – WAC Markets

➤ The Honolulu market compares favorably with WAC market areas, particularly in the following areas:

- ✓ Population
- ✓ Income
- ✓ Corporate Base

	University of Hawaii	Rank	Boise State University	Fresno State University	Louisiana Tech Univ.	San Jose State University	University of Idaho	University of Nevada	New Mexico State	Utah State University	Average
2005 Population (000s)	917.2	2/9	530.3	866.5	57.8	1,764.1	35.2	388.9	186.5	110.6	539.7
2010 Population (000s)	963.4	2/9	599.4	936.5	57.8	1,792.4	35.4	436.8	200.0	118.9	571.2
Estimated % Growth 2005 - 2010	5.0%	6/9	13.0%	8.1%	0.1%	1.6%	0.7%	12.3%	7.2%	7.5%	6.2%
2005 Households (000s)	301.9	2/9	193.1	271.1	21.6	584.6	13.2	150.1	64.2	33.6	181.5
2010 Households (000s)	318.5	2/9	217.2	291.0	21.8	589.5	13.3	167.6	69.2	36.3	191.6
Estimated % Growth 2005 - 2010	5.5%	6/9	12.5%	7.3%	1.0%	0.8%	0.6%	11.7%	7.9%	7.9%	6.1%
Average Household Income	\$73,208	2/9	\$60,983	\$54,620	\$43,330	\$109,861	\$50,214	\$69,021	\$46,266	\$55,766	\$62,585
Median Household Income	\$57,827	2/9	\$47,361	\$40,047	\$31,110	\$84,591	\$38,580	\$52,315	\$34,142	\$44,445	\$47,824
Per Capita Income	\$24,757	3/9	\$22,552	\$17,415	\$16,572	\$36,760	\$19,679	\$26,921	\$16,187	\$17,103	\$21,994
HH with Income \$50,000+ (000s)	169.6	2/9	90.5	106.2	6.7	423.4	5.1	78.0	20.9	14.4	101.6
HH per Club Seat - (1)	70.7	2/4	NA	40.8	33.6	141.1	NA	NA	NA	NA	71.6
Median Age	37.36	9/9	33.47	30.66	31.01	36.18	31.02	36.09	31.29	26.08	32.57
Average Age	38.18	9/9	34.92	33.38	35.54	36.25	34.98	36.67	34.33	29.92	34.91
Unemployment Rate	3.7%	5/9	3.1%	7.1%	6.5%	2.7%	5.0%	3.3%	5.3%	3.5%	4.5%
Companies with 250+ Employees	153	2/9	76	96	9	363	3	68	28	21	91
Companies per Suite - (1)	15.3	1/5	1.9	1.1	NA	4.7	NA	1.1	NA	NA	4.8
Companies with \$5MM+ Sales	809	2/9	446	698	33	2,268	15	365	85	55	530
Companies per Suite - (1)	80.9	1/5	11.4	7.9	NA	29.1	NA	6.1	NA	NA	27.1
<i>CBSA MARKET</i>	<i>Honolulu, HI</i>		<i>Boise City- Nampa, ID</i>	<i>Fresno, CA</i>	<i>Ruston, LA</i>	<i>San Jose- Sunnyvale, CA</i>	<i>Moscow, ID</i>	<i>Reno-Sparks, NV</i>	<i>Las Cruces, NM</i>	<i>Logan, UT-ID</i>	

(1) Based on existing and planned inventory. Assumes 10 additional suites 2,400 additional club seats in Honolulu market.

Sources: Claritas 2005 and Dun and Bradstreet September 2005.

II. Market Overview

Market Demographics – Comparable Stadium Markets (Non-University Owned/Operated)

- The Honolulu market is significantly smaller than other markets that have a non-university owned/operated stadium.
- Given the lack of premium seating in Honolulu, the ratio of companies to potential luxury suites (10) compares favorably to other markets.

	Aloha Stadium	Rank	LA Memorial Coliseum	Rose Bowl	Cotton Bowl	Miami Orange Bowl	Florida Citrus Bowl	Liberty Bowl Memorial Stadium	Average
2005 Population (000s)	917.2	7/7	13,104.0	13,104.0	5,786.9	5,379.5	1,894.0	1,256.5	5,920.3
2010 Population (000s)	963.4	7/7	13,870.9	13,870.9	6,444.4	5,778.5	2,159.4	1,311.2	6,342.7
Estimated % Growth 2005 - 2010	5.0%	6/7	5.9%	5.9%	11.4%	7.4%	14.0%	4.4%	7.7%
2005 Households (000s)	301.9	7/7	4,279.1	4,279.1	2,098.7	2,032.7	719.5	470.7	2,026.0
2010 Households (000s)	318.5	7/7	4,506.6	4,506.6	2,331.6	2,175.5	820.1	493.2	2,164.6
Estimated % Growth 2005 - 2010	5.5%	4/7	5.3%	5.3%	11.1%	7.0%	14.0%	4.8%	7.6%
Average Household Income	\$73,208	4/7	\$73,255	\$73,255	\$73,835	\$65,492	\$62,516	\$60,759	\$68,903
Median Household Income	\$57,827	1/7	\$51,272	\$51,272	\$54,903	\$45,401	\$46,962	\$45,096	\$50,390
Per Capita Income	\$24,757	3/7	\$24,214	\$24,214	\$26,984	\$24,998	\$23,950	\$22,994	\$24,587
HH with Income \$50,000+ (000s)	169.6	7/7	2,178.5	2,178.5	1,130.7	918.4	333.4	210.8	1,017.1
HH per Club Seat - (1)	70.7	4/6	193.1	193.1	137.5	62.5	NA	37.0	115.7
Median Age	37.36	6/7	33.86	33.86	32.76	38.67	36.06	34.24	35.26
Average Age	38.18	6/7	35.04	35.04	33.71	39.19	36.90	35.25	36.19
Unemployment Rate	3.7%	3/7	4.6%	4.6%	3.2%	3.9%	3.0%	4.1%	3.9%
Companies with 500+ Employees	55	7/7	747	747	451	226	152	81	351
Companies per Suite - (1)	5.5	1/1	1.6	1.6	0.7	0.8	2.7	0.5	1.9
Companies with \$10MM+ Sales	424	7/7	7,919	7,919	3,238	2,274	860	628	3,323
Companies per Suite - (1)	42.4	1/1	17.2	17.2	4.8	7.6	15.4	3.6	15.5
<i>CBSA MARKET</i>	<i>Honolulu, HI</i>		<i>Los Angeles-Long Beach, CA</i>	<i>Los Angeles-Long Beach, CA</i>	<i>Dallas-Fort Worth-et., TX</i>	<i>Miami-Ft. Lauderdale-et., FL</i>	<i>Orlando, FL</i>	<i>Memphis, TN-MS-AR</i>	

(1) Based on existing and planned inventory. Assumes 10 additional suites 2,400 additional club seats in Honolulu market.

Sources: Claritas 2005 and Dun and Bradstreet September 2005.

II. Market Overview

➤ Regional Facilities

✓ Stan Sheriff Center

✓ Neal S. Blaisdell Center



II. Market Overview

Regional Facilities

Stan Sheriff Center

The Stan Sheriff Center opened in 1994 and includes approximately 10,225 seats. There are no luxury suites or club seats at the facility. The arena is the home of the University of Hawaii's men's and women's basketball and volleyball teams. The facility also hosts numerous other events, such as high school sports, concerts, and Los Angeles Lakers pre-season basketball, among others.

Arena:	Stan Sheriff Center
Year Open/Renovated:	1994
Total Seating Capacity:	10,225
Luxury Suites:	0
Price Range:	Not Applicable
Number of Seats:	Not Applicable
Club Seats:	0
Price Range:	Not Applicable



Sources: University of Hawaii, internal database, and industry research.

II. Market Overview

Regional Facilities

Neal S. Blaisdell Center

The Neal S. Blaisdell Center is a multi-purpose facility. The arena host concerts, sporting events, meetings, conventions, consumer shows, family shows, and other events. The facility can seat up to 8,800. There are no luxury suites or club seats at the arena. The arena was originally constructed in 1964, but was subsequently remodeled and expanded in 1994.

Arena:	Neal S. Blaisdell Center
Year Open/Renovated:	1964/1994
Total Seating Capacity:	8,800
Luxury Suites:	0
Price Range:	Not Applicable
Number of Seats:	Not Applicable
Club Seats:	0
Price Range:	Not Applicable



Sources: Neal S. Blaisdell Center, Association of Luxury Suite Directors 2004, internal database, and industry research.

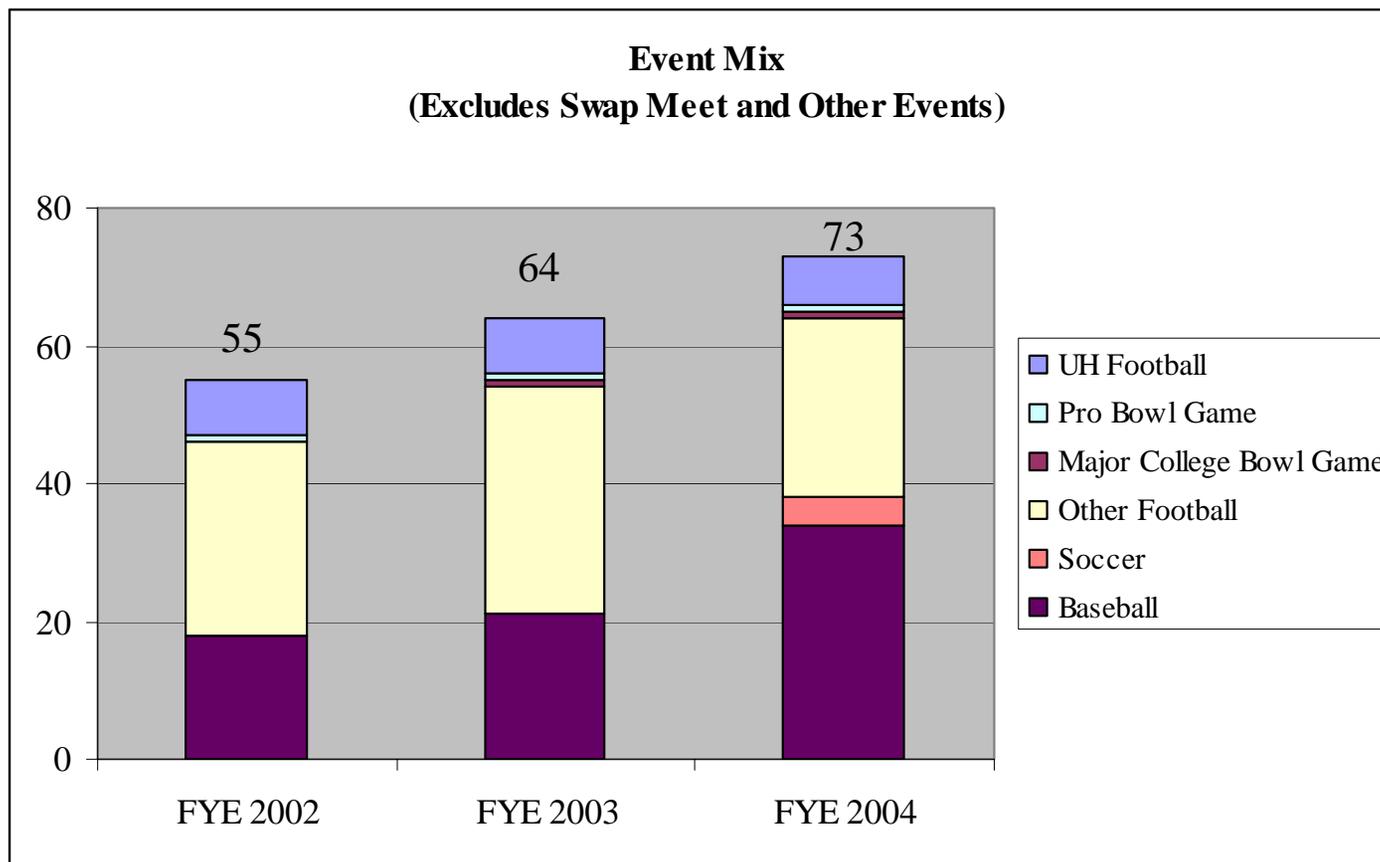
III. Historical Operating Characteristics – Aloha Stadium

ALOHA STADIUM HISTORICAL OPERATING CHARACTERISTICS



III. Historical Operating Characteristics – Aloha Stadium

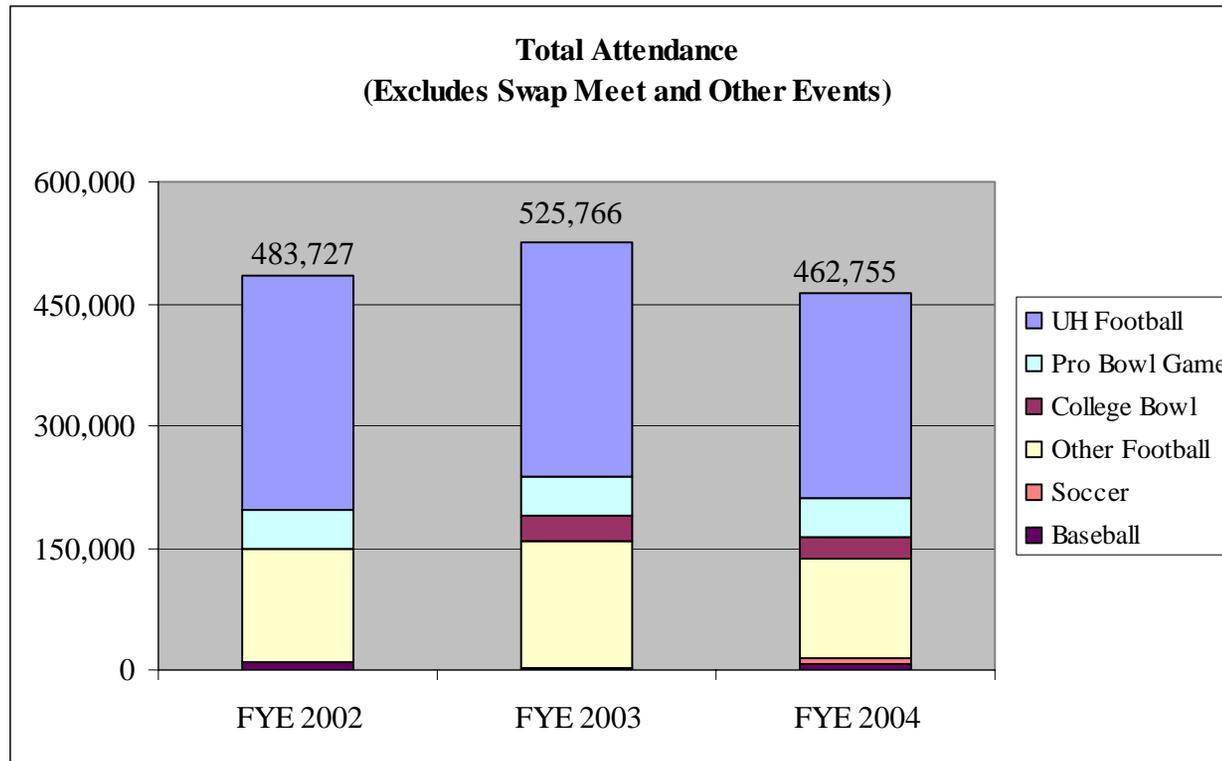
Aloha Stadium Event Mix



Source: Stadium Authority.

III. Historical Operating Characteristics – Aloha Stadium

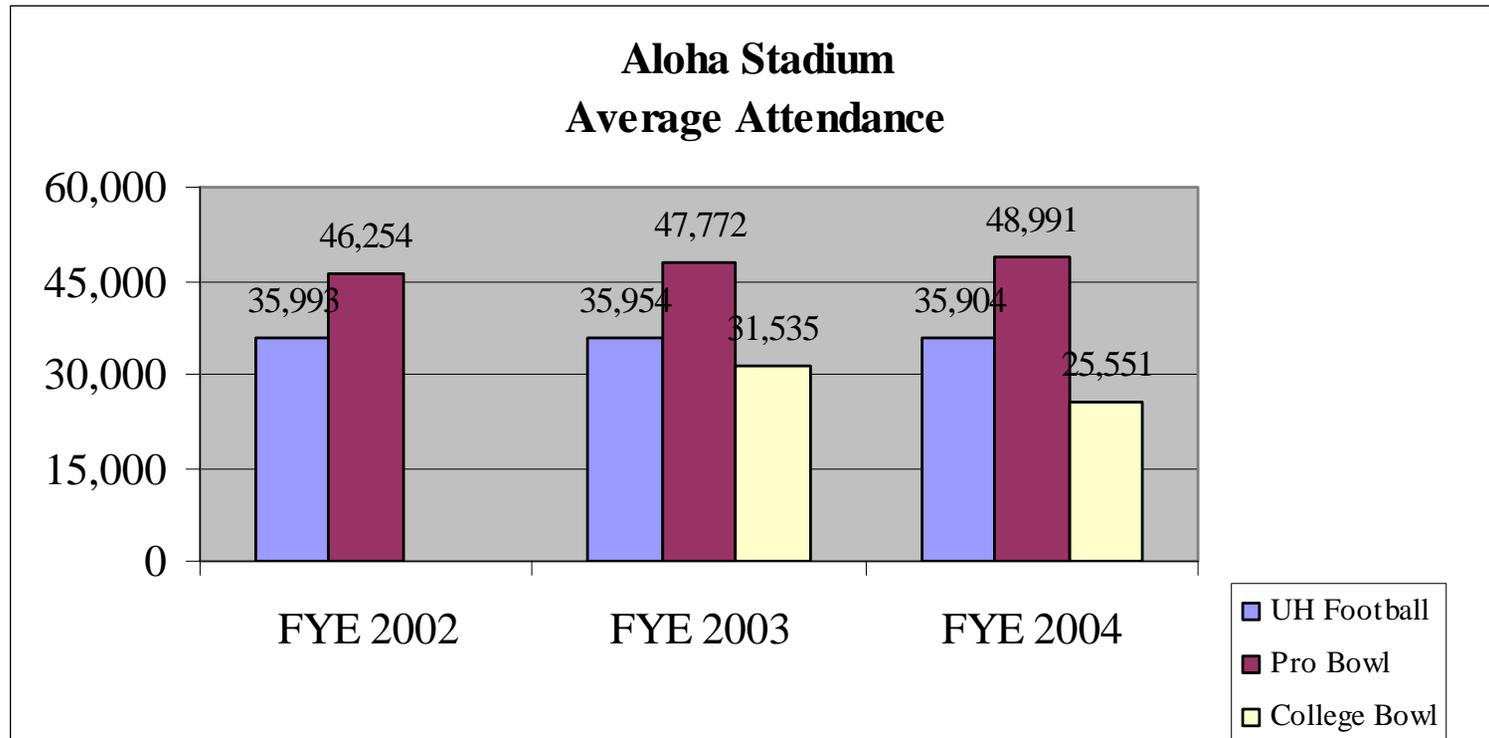
Aloha Stadium Total Attendance



Source: Stadium Authority.

III. Historical Operating Characteristics – Aloha Stadium

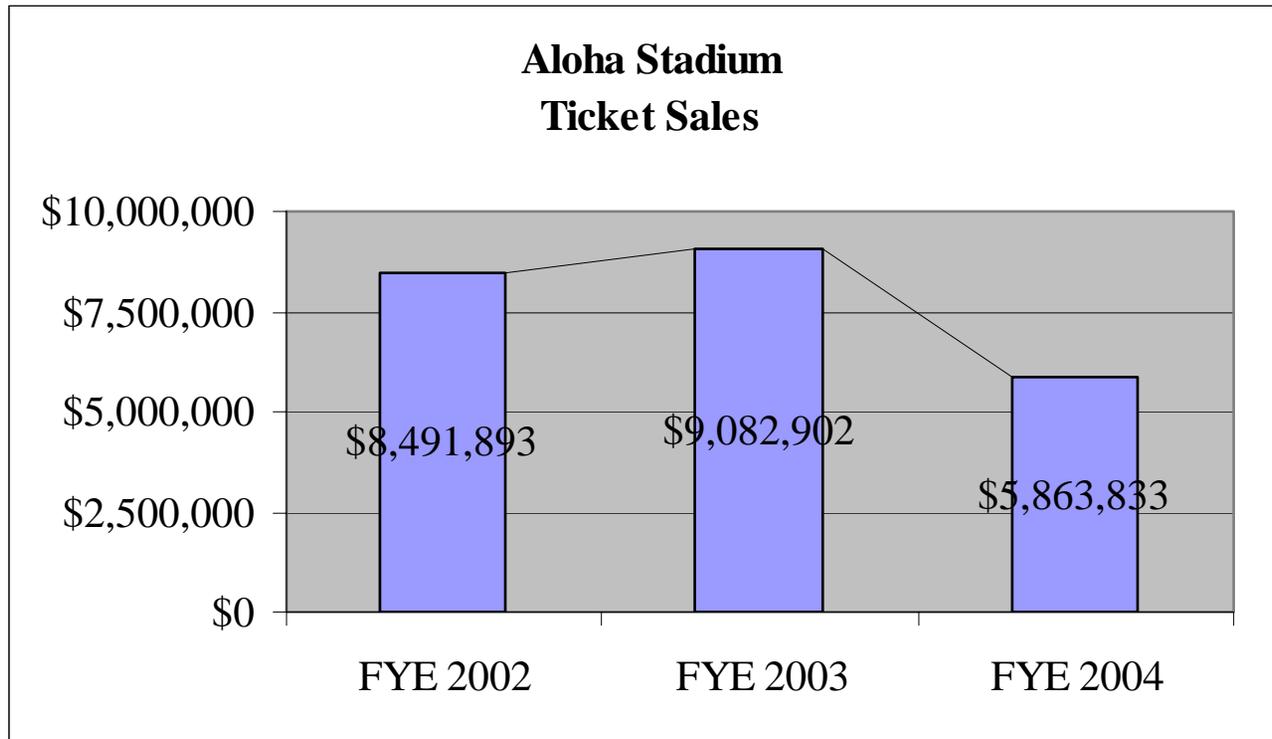
Aloha Stadium Average Attendance



Source: Stadium Authority.

III. Historical Operating Characteristics – Aloha Stadium

Aloha Stadium Ticket Sales



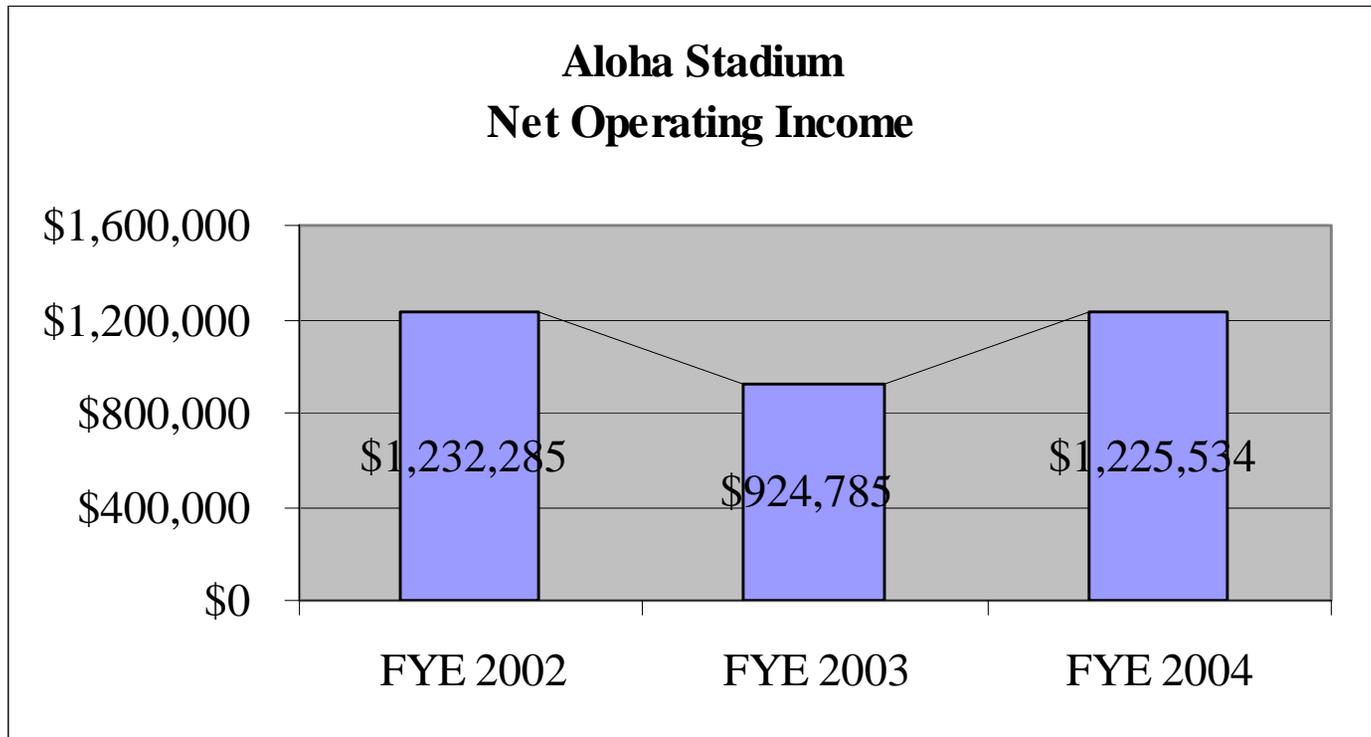
Note: FYE 2004 does not include ticket sales from the NFL Pro Bowl (\$2.0+ million estimate).



Source: Stadium Authority.

III. Historical Operating Characteristics – Aloha Stadium

Aloha Stadium Net Operating Income



Note: Does not include depreciation, interest income, or capital contributions.



Source: Stadium Authority Audited Financial Statements.

III. Historical Operating Characteristics – Aloha Stadium

Aloha Stadium Income Statement

	<u>FYE 2002</u>	<u>FYE 2003</u>	<u>FYE 2004</u>	<u>CAGR</u>
Revenues				
Rental Revenue	\$4,718,365	\$4,786,169	\$4,743,177	0.3%
Food and Beverage	\$1,662,257	\$1,734,860	\$1,706,842	1.3%
Parking	\$534,457	\$732,300	\$743,621	18.0%
Advertising	\$271,063	\$197,035	\$230,272	-7.8%
Other	\$77,876	\$77,706	\$82,857	3.1%
Total Revenues	\$7,264,018	\$7,528,070	\$7,506,769	1.7%
Expenses				
Personnel	\$3,313,580	\$3,631,891	\$3,543,724	3.4%
Utilities	\$644,941	\$684,407	\$716,420	5.4%
Professional Services	\$508,180	\$431,287	\$327,510	-19.7%
Repairs and Maintenance	\$489,089	\$438,536	\$454,991	-3.5%
Special Fund Assessment	\$457,195	\$477,671	\$515,391	6.2%
Supplies	\$214,418	\$202,392	\$238,566	5.5%
Security	\$190,081	\$289,739	\$278,260	21.0%
Other	\$214,249	\$447,362	\$206,373	-1.9%
Total Expenses	\$6,031,733	\$6,603,285	\$6,281,235	2.0%
Net Income/(Loss)	\$1,232,285	\$924,785	\$1,225,534	-0.3%

Note: Does not include depreciation, interest income, or capital contributions.

Source: Stadium Authority Audited Financial Statements.



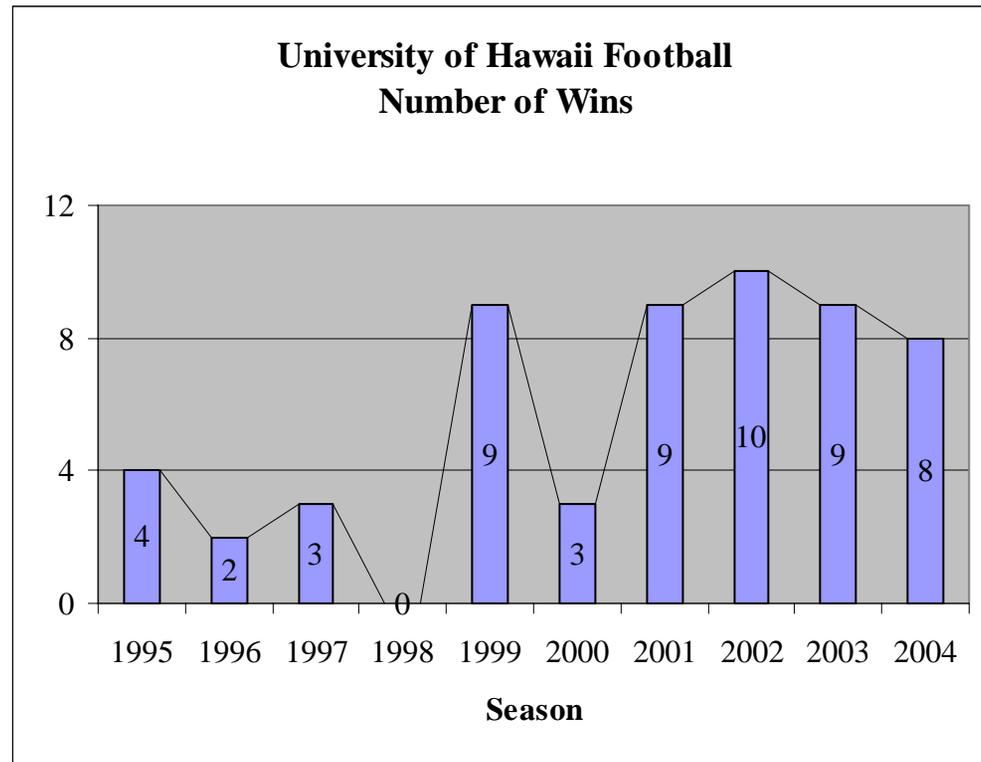
IV. Historical Operating Characteristics – University of Hawaii

UNIVERSITY OF HAWAII HISTORICAL OPERATING CHARACTERISTICS



IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii On-Field Performance



IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Historical Attendance – NCAA Reported Figures

<u>Season</u>	<u>Home Games</u>	<u>Total Attendance</u>	<u>Average Attendance</u>	<u>% Change</u>	<u>NCAA Rank - (1)</u>
2004	8	294,404	36,801	-9.8%	62
2003	7	285,540	40,791	5.2%	53
2002	8	310,074	38,759	-1.0%	55
2001	8	313,345	39,168	7.1%	56
2000	8	292,548	36,569	-5.3%	60
1999	9	347,712	38,635	31.6%	55
1998	8	234,821	29,353	NA	67
Average	8	296,921	37,154	4.6%	58

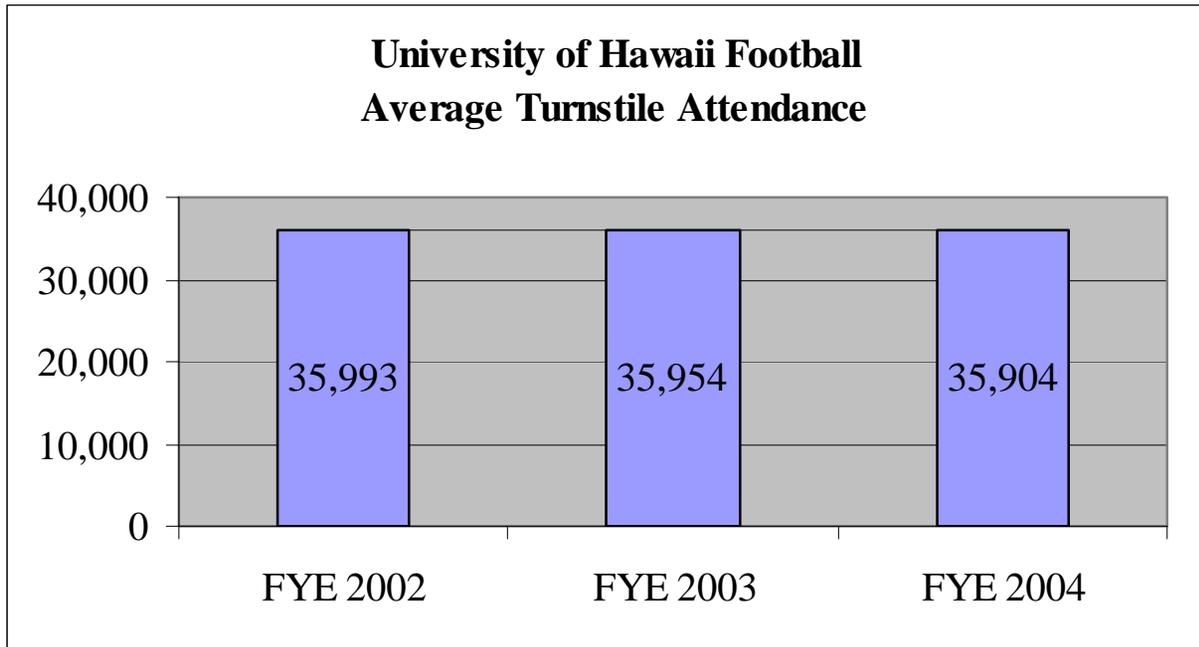
(1) Rank based on average attendance.

Source: NCAA.



IV. Historical Operating Characteristics – University of Hawaii

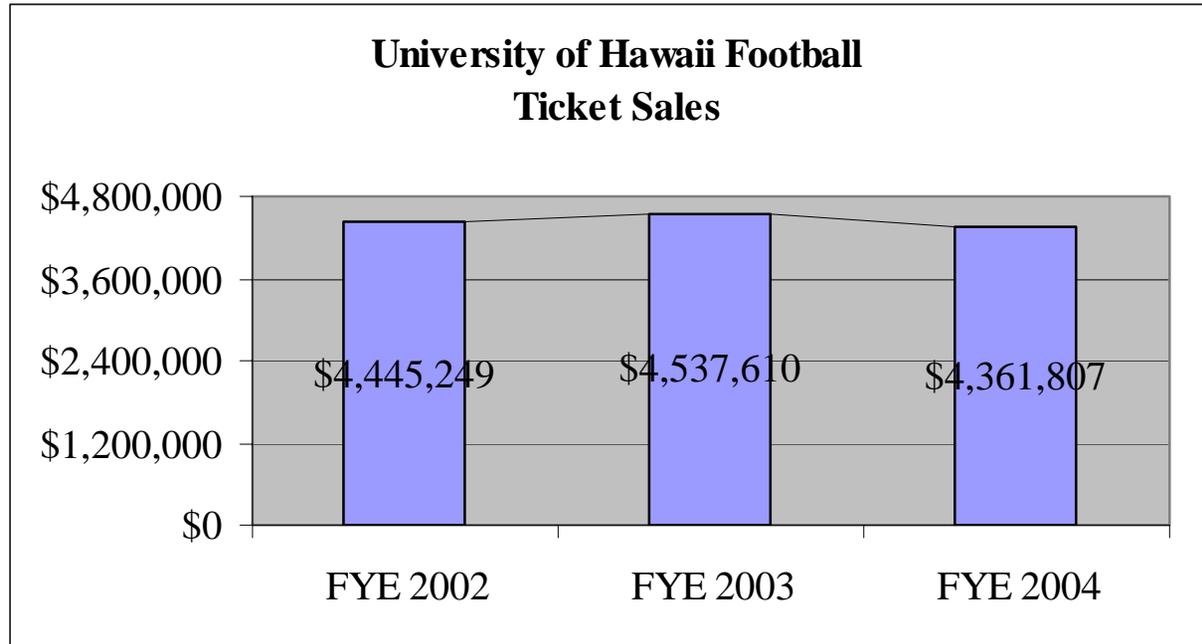
University of Hawaii Historical Attendance – Turnstile Attendance



Source: Stadium Authority.

IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Ticket Sales



Source: Stadium Authority.

IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Football – Approved Matrix and Giving Levels

➤ Ahahui Koa Avenue (AKA) – Fund Raising Program

	Ali'i	Anuenu	Director	Coach	Captain	Athlete	Fan
Annual Donation - (1)	\$20,000	\$10,000	\$5,000	\$2,500	\$1,200	\$600	\$50
Donor Section	Any	Any	Any	Any Excluding Black	Any Excluding Black	Any Excluding Black	Pink or Yellow
Tickets Included	8	4	4	0	0	0	0
Additional Tickets for Purchase - (2)	8	6	6	6	6	6	1

(1) - Ali'i, Anuenu, and Director membership levels are discounted until 2007 (2007 figures reflected above).

(2) - Any zone excluding black zone.

Notes: Annual donations may provide contributor with other athletic benefits including, basketball priority seating/tickets, parking, special events, etc.



IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Football – 2005 Football Season Ticket Prices

	<u>Price</u>
Sidelines - (1)	\$145
South Endzone - (1)	\$127
North Endzone Adult	\$99
North Endzone Senior Citizen	\$87
North Endzone Junior	\$77
Sideline University of Hawaii Students	\$77
University of Hawaii Staff - (1)	\$114
University of Hawaii Manoa Maniacs	\$21

(1) Premium seat contribution may apply.



IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Football – AKA Seat Premium

➤ Premium per Seat

✓ All premiums paid count against benefit levels.

Zone	2005	2006	2007	2008
Blue	\$200	\$220	\$230	\$230
Green	\$125	\$140	\$150	\$150
Orange	\$85	\$100	\$110	\$110
Pink	\$40	\$55	\$65	\$65
Yellow	\$35	\$50	\$60	\$60



IV. Historical Operating Characteristics – University of Hawaii

University of Hawaii Athletics Corporate Partners

Corporate Partners			
Platinum Level			
American Savings Bank	Vacations Hawaii	Outrigger Hotels	The Honolulu Advertiser
Burger King	Hawaiian Telecom	Papa Johns Hawaii	MBNA
Budweiser	Bank of Hawaii	Pepsi	Oceanic Time Warner Cable
Koa Level			
Hawaiian Airlines	KKEA	Waikiki Beach Marriott	
Kula Level			
American Savings Bank	Home Depot	MET-Rx	
Miller Lite			
Makana Level			
Ala Moana Hotel	HawaiiUSA FCU	Sears Hawaii	Island Air
Island Imaging LLC	Las Vegas Jerky	Monarch Insurance	McDonalds
Tyson Foods	Verizon Yellow Pages		
Ohana Level			
24 Hour Fitness	Windward Dodge	The Plumbing Source	UH Alumni Association
Finance Factors	Al Phillips the Cleaner	Price Busters	Seven-Eleven
Sun Industries, Inc.	Hyatt Regency Waikiki		
Other			
Bulova Watch Company	Queen Kapiolani Hotel	Nestle	Island Movers
Eastside Bar & Grill	Centerplate at Aloha Stadium	Radisson Waikiki Prince Kuhio	Pat's Island Delights
Island Princess	Gordon Biersch	David & Sons	The Honolulu Star-Bulletin



IV. Historical Operating Characteristics – University of Hawaii

- Additional Information Requested But Not Provided by the University of Hawaii
 - ✓ University of Hawaii Football Season Tickets
 - ✓ University of Hawaii Football Average Ticket Price
 - ✓ University of Hawaii Football Membership Accounts



V. Overview of Aloha Stadium Leases/Contracts

OVERVIEW OF ALOHA STADIUM LEASES/CONTRACTS



V. Overview of Aloha Stadium Leases/Contracts

University of Hawaii Football – License Agreement (2004 Agreement)

- Year-to-Year Agreement
- Rent
 - ✓ \$10,000 per game minimum; or
 - ✓ 7.5% gross ticket revenues
- Reimbursable Expenses
 - ✓ University required to pay 110% of operating expenses incurred
- Ancillary Rights (Television and Radio)
 - ✓ University keeps 100%
- Tickets
 - ✓ Authority may retain maximum of 84 tickets (not included in gross ticket revenues)
 - ✓ University receives maximum of 2,000 complimentary tickets (not included in gross ticket revenues)
- Parking
 - ✓ University receives maximum of 50 complimentary parking spaces

V. Overview of Aloha Stadium Leases/Contracts

NFL Pro Bowl – License Agreement (NFL/HTA Agreement Requested – Not Provided)

- Five Year Agreement – Expires 2009
 - ✓ Extended to 2010 if Pro Bowl held at other location during agreement

- No Rent

- Reimbursable Expenses
 - ✓ NFL – Required to pay up to \$105,000, plus 5.0% escalator (based on prior year's cost)
 - Stadium personnel and related operations, plus cost of private security and police

 - ✓ Hawaii Tourism Authority (HTA) – Required to pay \$90,000, plus 5.0% escalator to NFL
 - Operations expenses

- Ancillary Rights (Television and Radio)
 - ✓ NFL keeps 100%

- Fixed and Video Signage
 - ✓ NFL has exclusive rights and collects 100% of revenues

- Concessions
 - ✓ NFL has exclusive rights and collects 100% of revenues (subject to concessionaire agreement)



V. Overview of Aloha Stadium Leases/Contracts

NFL Pro Bowl – License Agreement (Continued)

➤ Stadium Improvements

- ✓ NFL requires Stadium Authority to complete capital improvements by the 2007 Pro Bowl
- ✓ NFL required to contribute up to \$250,000 per year for stadium capital improvements
 - HTA required to pay NFL up to \$200,000 per year
- ✓ NFL contribution contingent upon:
 1. NFL receiving detailed description of improvements
 2. NFL's written approval
- ✓ Stadium Authority was required to submit capital improvements by March 31, 2005 and construction contract by end of 2006
- ✓ Provisions for contribution reduction contingent upon completion of capital improvements



V. Overview of Aloha Stadium Leases/Contracts

Sheraton Hawaii Bowl – License Agreement

- Three Year Agreement – Expires 2005

- Rent
 - ✓ \$10,000 per game minimum; or
 - ✓ 10.0% gross ticket revenues (\$32,000 maximum)

- Reimbursable Expenses
 - ✓ Hawaii Bowl required to pay 110% of operating expenses incurred

- Ancillary Rights (Television and Radio)
 - ✓ Hawaii Bowl keeps 100%

- Tickets
 - ✓ Authority may retain maximum of 84 tickets (not included in gross ticket revenues)
 - ✓ Hawaii Bowl receives maximum of 100 complimentary tickets (not included in gross ticket revenues)

- Parking
 - ✓ Hawaii Bowl receives maximum of 200 complimentary parking spaces
 - ✓ Hawaii Bowl reserves the right to purchase an additional 1,000 parking spaces



V. Overview of Aloha Stadium Leases/Contracts

Volume Services, Inc. (Centerplate) – Concessions Agreement

- Ten Year Agreement – Expires 2011

- Concession Fee
 - ✓ State receives minimum of \$12,500 annually; or
 - ✓ 48.5% of monthly gross receipts from concessions

- Other Fees
 - ✓ 15% of gross pre-packaged candy products
 - ✓ 10% of gross catering
 - ✓ 15% of gross sale of ethnic or specialty foods
 - ✓ 7% of gross novelties



WAC OVERVIEW



VI. WAC Overview

WAC Stadiums

University	Stadium	Year Open/ Renovated	Capacity	Luxury Suites	Club Seats
Boise State University	Bronco Stadium	1970	30,000	0	0
Fresno State University	Bulldog Stadium	1991	41,031	22	0
University of Hawaii	Aloha Stadium	1975	50,000	0	0
University of Idaho	Kibbie Dome	1971	16,000	0	0
Louisiana Tech University	Joe Aillet Stadium	1968	30,600	0	200
University of Nevada	Mackay Stadium	(1)	31,545	60	0
New Mexico State University	Aggie Memorial Stadium	1978	30,343	0	0
San Jose State University	Spartan Stadium	1980 (1)	30,456	13	0
Utah State University (2)	Romney Stadium	1974	30,257	0	0

(1) To be confirmed.

(2) Does not reflect current renovation plans.



VI. WAC Overview

Renovation Projects

➤ Limited Renovation Projects

- ✓ Fresno State University – Bulldog Stadium
 - 1991-92 Renovation
 - 10,000 Additional Seats
 - 22 Sky Suites (20 Seats/Suite)

➤ Current/Planned Renovation Projects

- ✓ Utah State University – Romney Stadium
 - Phase 1 – Restrooms/Concessions/Concourses (Current) – \$1.96 Million
 - Phase 2 – North Endzone Team Facilities (Design Phase – 2007 Completion) – \$12.1 Million Budgeted
 - Phase 3 – Press Box (No-Time Frame) – \$12.6 Million Budgeted
 - » 23 Sky Boxes (Pricing Undetermined)
 - » 400 Club Seats (Pricing Undetermined)
 - » Expected to be Funded by Sale of Sky Boxes, Club Seats, and Private Contributions
 - Phase 4 – South Endzone Hall of Fame (No-Time Frame) – \$3.1 Million Budgeted



VI. WAC Overview

Boise State University – Bronco Stadium

- Season Tickets – Donation Levels
 - ✓ Bronco Athletic Association

	<u>University</u>	<u>President's</u>	<u>Wrangler</u>	<u>Roughrider</u>	<u>Buckaroo</u>	<u>Bronco</u>
Annual Donation	\$1,600	\$1,300	\$850	\$575	\$400	\$120
Ticket Quantity Limitations	2	2	2	2	2	2
Season Ticket Cost	\$188	\$188	\$188	\$188	\$188	\$188

Note: Wrangler, Roughrider, or Buckaroo donation allows for higher ticket quantities to be purchased from lower donation levels. For example, Wrangler members can purchase 2 Wrangler level tickets or 4 Roughrider level tickets or 6 Buckaroo level tickets or 8 Bronco level tickets.



VI. WAC Overview

Fresno State University – Bulldog Stadium

- Season Tickets – Donation Levels
 - ✓ Bulldog Foundation

	<u>Bulldog</u>	<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Winstreak</u>	<u>Slam Dunk</u>	<u>Gridiron</u>
Annual Donation	\$9,800	\$4,370	\$2,640	\$1,640	\$1,245	\$980	\$655
Tickets Included	6	4	2	2	2	0	2
Additional Tickets for Purchase	6	4	2	4	4	4	4
Season Ticket Cost	\$180	\$180	\$180	\$180	\$180	\$180	\$180

Notes: Bulldog Foundation contribution can cover cost of season tickets for individuals with seat options. Annual donation may provide contributor with other athletic benefits including, basketball priority/tickets, parking, and special events, etc.



VI. WAC Overview

New Mexico State University – Aggie Memorial Stadium

- Season Tickets – Donation Levels
 - ✓ Aggie Scholarship Association

	<u>Diamond</u>	<u>Platinum</u>	<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Crimson</u>	<u>Aggie</u>	<u>Pistol Pete</u>
Annual Donation	\$10,000	\$7,500	\$4,000	\$2,000	\$1,000	\$500	\$250	\$100
Ticket Quantity Limitations	8	8	8	6	4	4	2	2
Season Ticket Cost	\$112	\$112	\$112	\$112	\$112	\$112	\$112	\$112

Note: Annual donation may provide contributor with other athletic benefits including, basketball priority/tickets, parking, and special events, etc.



VI. WAC Overview

San Jose State University – Spartan Stadium

- Season Tickets – Donation Levels
 - ✓ Spartan Foundation

	<u>President's Circle</u>	<u>Director's Circle</u>	<u>Half-Scholarship</u>	<u>Double Blazer</u>	<u>Blazer</u>	<u>Gold</u>	<u>Saber</u>
Annual Donation	\$25,000	\$10,000	\$5,000	\$3,000	\$2,000	\$1,000	\$500
Ticket Quantity Limitations	8	8	8	6	6	4	2
Season Ticket Cost	\$125	\$125	\$125	\$125	\$125	\$125	\$125

Note: Annual donation may provide contributor with other athletic benefits including, basketball priority/tickets, parking, and special events, etc.



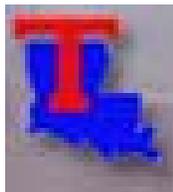
VI. WAC Overview

Louisiana Tech University – Joe Alliet Stadium

- Season Tickets – Donation Levels
 - ✓ CHAMPS

	<u>Charter</u>	<u>President</u>	<u>Director</u>	<u>Legend</u>	<u>Trophy</u>	<u>Varsity</u>
Annual Donation	\$10,000	\$5,000	\$2,500	\$1,500	\$500	\$250
Ticket Quantity Limitations	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
Season Ticket Cost	\$175	\$175	\$175	\$175	\$175	\$175

Notes: Annual donation may provide contributor with other athletic benefits including, basketball priority/tickets, parking, and special events, etc.



VI. WAC Overview

Utah State University – Romney Stadium

- Season Tickets – Donation Levels
 - ✓ Big Blue Club

	<u>Level A</u>	<u>Level B</u>	<u>Level C</u>
Annual Donation	\$200	\$125	\$75
Ticket Quantity Limitations	1	1	1
Season Ticket Cost	\$100	\$100	\$100



VI. WAC Overview

University of Nevada – Mackay Stadium

- Season Tickets – Donation Levels
 - ✓ Wolf Pack Club

	<u>Level A</u>	<u>Level B</u>
Annual Donation	\$100	\$200
Ticket Quantity Limitations	1	1
Season Ticket Cost	\$115	\$155



VI. WAC Overview

University of Idaho – Kibbie Dome

- Season Tickets – Donation Levels
 - ✓ Vandal Scholarship Fund (VSF)
 - Premium VSF Seating
 - » Minimum Donation of \$100 for 4 Seats (Season Ticket Cost \$99/Ticket)



VII. Overview of Other Comparable Stadiums

OVERVIEW OF OTHER COMPARABLE STADIUMS



VII. Overview of Other Comparable Stadiums

Primary Facilities (Non-University Owned/Operated Stadiums – No Professional Tenant)

<u>Stadium</u>	<u>City, State</u>	<u>Year Open/ Renovated</u>	<u>Capacity</u>	<u>Luxury Suites</u>	<u>Club Seats</u>
Rose Bowl	Pasadena, CA	1922	92,542	46	0
Los Angeles Memorial Coliseum	Los Angeles, CA	1923	92,516	0	0
Cotton Bowl	Dallas, TX	1932	68,252	0	0
Miami Orange Bowl	Miami, FL	1937	72,319	0	400
Liberty Bowl Memorial Stadium	Memphis, TN	1987	62,380	40	0
Florida Citrus Bowl	Orlando, FL	1989	65,438	30	0

Other Facilities (Non-University Owned/Operated Stadiums – Professional Tenant)

<u>Stadium</u>	<u>City, State</u>	<u>Year Open/ Renovated</u>	<u>Capacity</u>	<u>Luxury Suites</u>	<u>Club Seats</u>
Louisiana Superdome	New Orleans, LA	1975	72,675	137	6,289
Hubert H. Humphrey Metrodome	Minneapolis, MN	1982	64,000	115	0
Qualcomm Stadium	San Diego, CA	1997	71,500	113	7,615
Heinz Field	Pittsburgh, PA	2001	64,450	127	6,600



VIII. Renovation Case Studies

RENOVATION CASE STUDIES



VIII. Renovation Case Studies

NCAA Stadium Development Overview – Renovation Case Studies

- The following section provides an overview of collegiate stadium renovation projects for illustrative purposes.
- The situation at Aloha Stadium is unique in that the University does not operate the stadium. In each of the renovation case studies the University operates the stadium.
- In addition to the management arrangement at Aloha Stadium, the Honolulu market is quite unique as a result of its location and reliance on the tourism industry.
- The renovation case studies provide useful information related to premium seating products and pricing, project financing, and development costs.
- The information has been gathered from sources (university representatives) believed to be reliable, but has not been further verified or audited.



VIII. Renovation Case Studies

NCAA Stadium Development Overview – Renovation Case Studies

University	Stadium	Year Renovated	Capacity	Luxury Suites	Club Seats
Surveyed Facilities					
University of Iowa	Kinnick Stadium	2006	70,000	47	1,297
Oklahoma State University	Boone Pickens Stadium	2006	53,000	56	4,400
Louisiana State University	Tiger Stadium	2005/2000	91,600	70	3,300
North Carolina State University	Carter-Finley Stadium	2005	60,000	51	955
Virginia Tech University	Lane Stadium	2005	65,115	41	4,180
Michigan State University	Spartan Stadium	2005	73,000	24	860
University of Colorado, Boulder	Folsom Field	2003	53,245	40	1,900
University of Oregon	Autzen Stadium	2003	53,800	40	3,200
University of Oklahoma	Gaylord Family Memorial Stadium	2003	82,112	63	3,450
Georgia Tech University	Bobby Dodd Stadium	2003	55,000	74	2,154
Ohio State University	Ohio Stadium	2001	101,568	81	2,627
Penn State University	Beaver Stadium	2001	103,576	69	4,000
Other Facilities					
Purdue University	Ross-Ade Stadium	2003	62,500	34	Not Available
University of Florida	Ben Hill Griffin Stadium	2003	90,000	56	2,900
University of Mississippi	Vaught-Hemingway Stadium	2002	60,508	Not Available	Not Available
University of Arkansas	Donald W. Reynolds Razorback Stadium	2001	72,000	132	8,950
University of Nebraska	Memorial Stadium	2000	73,918	42	0
University of Virginia	Scott Stadium	2000	60,000	56	0
University of Kentucky	Commonwealth Stadium	1999	67,606	40	0
University of Alabama	Bryant-Denny Stadium	1998	83,817	81	Not Available
University of Texas	Royal Memorial Stadium	1998	79,438	64	Not Available

Sources: Facility/university interviews, industry research, and internal database.



VIII. Renovation Case Studies

NCAA Stadium Development Overview – Renovation Case Studies

University - Stadium	Capacity	Luxury Suites			Club Seats		
		Number	Price Range	Season Tickets	Number	Price Range	Season Tickets
University of Iowa - Kinnick Stadium	70,000	47	\$45,000 - \$105,000	Included	1,297	\$1,900 - \$5,000	Included
Oklahoma State University - Boone Pickens Stadium	53,000	56	\$60,000 - \$200,000	\$288/Seat	4,400	\$1,500	\$288/Seat
Louisiana State University - Tiger Stadium	91,600	70	\$40,000 - \$103,000	\$250/Seat	3,300	\$2,250 - \$2,750	\$250/Seat
North Carolina State University - Carter-Finley Stadium	60,000	51	\$45,000 - \$55,000	Included	955	\$1,750	Included
Virginia Tech University - Lane Stadium	65,115	41	\$45,000 - \$100,000	\$252/Seat	4,661	\$200 - \$2,000	\$252/Seat
Michigan State University - Spartan Stadium	73,000	24	\$35,000 - \$80,000	\$250 - \$270/Seat	860	\$4,500 - \$6,500	\$250 - \$270/Seat
University of Colorado, Boulder - Folsom Field	53,245	40	\$42,000 - \$100,000	Included	2,904	\$1,500 - \$2,250	Included
University of Oregon - Autzen Stadium	53,800	40	\$35,000 - \$90,000	\$244/Seat	3,200	\$750	\$228/Seat
University of Oklahoma - Gaylord Family Memorial Stadium	82,112	63	\$34,000 - \$74,000	Included	3,450	\$1,000 - \$1,750	\$299/Seat
Georgia Tech University - Bobby Dodd Stadium	55,000	74	\$30,000 - \$89,000	Included	2,154	\$1,000 - \$1,500	Not Available
Ohio State University - Ohio Stadium	101,568	81	\$20,000 - \$75,000	Included	2,627	\$2,000 - \$3,000	Included
Penn State University - Beaver Stadium	103,576	69	\$40,000 - \$60,000	Not Available	4,000	\$1,200 - \$1,500	Not Available

Sources: Facility/university interviews, industry research, and internal database.



VIII. Renovation Case Studies

NCAA Stadium Development Overview – Renovation Case Studies

University	Stadium	Year Renovated	1995 Wins	1996 Wins	1997 Wins	1998 Wins	1999 Wins	2000 Wins	2001 Wins	2002 Wins	2003 Wins	2004 Wins
University of Hawaii	Aloha Stadium	NA	4	2	3	0	9	3	9	10	9	8
Surveyed Facilities												
University of Iowa	Kinnick Stadium	2006	8	9	7	3	1	3	7	11	10	10
Oklahoma State University	Boone Pickens Stadium	2006	4	5	8	5	5	3	4	8	9	7
Louisiana State University - (1)	Tiger Stadium	2005/2000	7	10	9	4	3	8	10	8	13	9
North Carolina State University	Carter-Finley Stadium	2005	3	3	6	7	6	8	7	11	8	5
Virginia Tech University	Lane Stadium	2005	10	10	7	9	11	11	8	10	8	10
Michigan State University - (1)	Spartan Stadium	2005	6	6	7	6	10	5	7	4	8	5
University of Colorado, Boulder	Folsom Field	2003	10	10	5	8	7	3	10	9	5	8
University of Oregon	Autzen Stadium	2003	9	6	7	8	9	10	11	7	8	5
University of Oklahoma - (1)	Gaylord Family Memorial Stadium	2003	5	3	4	5	7	13	11	12	12	12
Georgia Tech University	Bobby Dodd Stadium	2003	6	5	7	10	8	9	8	7	7	7
Ohio State University	Ohio Stadium	2001	11	11	10	11	6	8	7	14	11	8
Penn State University	Beaver Stadium	2001	9	11	9	9	10	5	5	9	3	4
Other Facilities												
Purdue University - (1)	Ross-Ade Stadium	2003	4	3	9	6	7	8	6	7	9	7
University of Florida	Ben Hill Griffin Stadium	2003	12	12	10	10	9	10	10	8	8	7
University of Mississippi	Vaught-Hemingway Stadium	2002	6	5	8	7	8	7	7	7	10	4
University of Arkansas	Donald W. Reynolds Razorback Stadium	2001	8	4	4	9	8	6	7	9	9	5
University of Nebraska	Memorial Stadium	2000	12	11	13	9	12	10	11	7	10	5
University of Virginia	Scott Stadium	2000	9	7	7	9	7	6	5	9	8	8
University of Kentucky	Commonwealth Stadium	1999	4	4	5	7	6	2	3	7	4	2
University of Alabama	Bryant-Denny Stadium	1998	8	10	4	7	10	3	7	10	4	6
University of Texas - (1)	Royal Memorial Stadium	1998	10	8	4	9	9	9	11	11	10	11

(1) - One game ended in a tie during the 1995 season.

Note: Includes bowl games.

Sources: Industry research and internal database.

VIII. Renovation Case Studies

Comparable #1

University of Iowa – Kinnick Stadium

The University of Iowa’s Kinnick Stadium is currently undergoing a major renovation. The renovation is expected to be completed in August 2006. The renovation will include 47 luxury suites and 1,297 club seats. A number of new restrooms and concession stands will also be part of the project. The renovation is expected to cost approximately \$86.8 million.

Stadium:	Kinnick Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2006
Total Cost:	\$86.8 Million
Contractor:	Mortensen Company
Architect:	HNTB Architecture and Neumann-Monson Architects
Total Seating Capacity:	70,000
Luxury Suites:	47
Club Seats:	1,297
2004 Attendance (Rank):	70,397 (21 st)



Sources: University of Iowa, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #1

University of Iowa – Kinnick Stadium

Luxury Suites									
Luxury Suites:	47			Parking:	3 - 6 parking spaces (depending on suite size).				
Reserved:	3			Gift:	A portion of the annual fee is considered a gift.				
Percentage Leased:	100%			FF&E:	University is responsible.				
				Amenities:	To be determined.				
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Suites - A	12	12	4	\$45,000	Included	3, 5, or 7 Years	0% - (1)	\$10,000	
Suites - B	4	16	4	\$60,000	Included	3, 5, or 7 Years	0% - (1)	\$10,000	
Suites - C	26	18	4	\$60,000	Included	3, 5, or 7 Years	0% - (1)	\$10,000	
Suites - D	2	36	6	\$105,000	Included	3, 5, or 7 Years	0% - (1)	\$10,000	

(1) - If ticket prices increase, annual fee is adjusted. New leases will be increased by 2.5%.

Club Seats									
Club Seats:	1,297			Parking:	Not included. Priority based on donor level.				
Reserved:	0			Gift:	A portion of the annual fee is considered a gift.				
Percentage Leased:	100%			Amenities:	To be determined.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement		
Indoor	119	NA	\$5,000	Included	3, 5, or 7 Years	0% - (1)	\$1,000		
Outdoor	1,178	NA	\$1,900 - \$2,600	Included	3, 5, or 7 Years	0% - (1)	\$500		

(1) - If ticket prices increase, annual fee is adjusted. New leases will be increased by 2.5%.

VIII. Renovation Case Studies

Comparable #1

University of Iowa – Kinnick Stadium

➤ Project Funding

- ✓ Anticipated Project Cost \$86.8 Million
 - Bond Issue Size \$95.0 Million - \$100.0 Million

- ✓ Debt Serviced By:
 - Capital Campaign \$10.0 Million - \$15.0 Million
 - Luxury Suites
 - Club Seating
 - I-Club Priority Seating
 - Concessions
 - Sponsorship (Not Included in Financial Plan)
 - Ticket Surcharge (Potentially Available)

VIII. Renovation Case Studies

Comparable #1

University of Iowa – Kinnick Stadium

- Naming/Advertising/Sponsorship Opportunities (Minimum Contribution)
 - ✓ \$5.0 Million – Plaza/Stadium Entrance
 - ✓ \$4.0 Million – Press Box/Hospitality Facility
 - ❖ \$1.0 Million per Level (4 Levels)
 - ✓ \$2.0 Million – Hawkeye Game Day Locker Room
 - ❖ \$10,000 – Individual Locker
 - ✓ \$1.0 Million – Hall of Fame/All-American Plaza, Big Ten Champions Plaza
 - ✓ \$500,000 – Recruiting Room, Coaches' Locker Room
 - ✓ \$250,000 – University President's Suite, Stadium Training Room, Stadium Ticket Office
 - ✓ \$100,000 – Athletic Director's Suite, Radio Booth, TV Booth, Officials' Locker Room, Media Interview Room (2), Other
 - ✓ \$50,000 – Equipment Room, PA Announcer's Booth, Athletic Department Suites (3), Other
 - ✓ \$5,000 – Campaign Plaque Recognition

VIII. Renovation Case Studies

Comparable #2

Oklahoma State University – Boone Pickens Stadium

Boone Pickens Stadium is currently undergoing a major renovation, adding luxury suites and club seats, renovating restrooms and concession stands, and adding a new upper concourse, among other improvements. The renovation plan follows a three phase approach. At completion, the stadium is expected to have approximately 53,000 seats (with capability for future expansion), 56 luxury suites, and 4,400 club seats.

Stadium:	Boone Pickens Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2006
Total Cost:	\$108.0 Million
Contractor:	Flintco Companies Inc.
Architect:	SPARKS Sports and Heery Associates
Total Seating Capacity:	53,000
Luxury Suites:	56
Club Seats:	4,400
2004 Attendance (Rank):	46,085 (47 th)



Sources: Oklahoma State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #2

Oklahoma State University – Boone Pickens Stadium

Luxury Suites									
Luxury Suites:	56			Parking:	Number of spaces varies.				
Reserved:	0			Gift:	A portion of annual fee is considered a gift.				
Percentage Leased:	100% - (1)			FF&E:	University is responsible.				
				Amenities:	Private lounge, name recognition on suite, catering, theatre style seating, concierge services, wet bar, automatic window, televisions, private access, among others.				
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Luxury Suite	44	14	4	\$60,000 - (2)	\$288/seat	6 Years	0%	Not Available	
Founders Suite	12	22	4	\$200,000 - (3)	\$288/seat	6 Years	0%	Not Available	

(1) Projected.
 (2) Suites leased at \$300,000 paid over five years (\$60,000 annually).
 (3) Suites leased at \$1,000,000 paid over five years (\$200,000 annually).

Club Seats									
Club Seats:	4,400			Parking:	Number of spaces varies.				
Reserved:	0			Gift:	A portion of annual fee is considered a gift.				
Percentage Leased:	100% - (1)			Amenities:	Upgraded concessions, club level restrooms, televisions, private access, among others.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement		
South Side	2,000	NA	\$1,500	\$288/seat	3 or 5 Years - (2)	0%	\$250		
North Side	2,000	NA	\$1,500	\$288/seat	3 or 5 Years - (2)	0%	\$250		
West Side	400	NA	\$1,500	\$288/seat	3 or 5 Years - (2)	0%	\$250		

(1) Projected.
 (2) Lease term of three or five years requested, but not required.

VIII. Renovation Case Studies

Comparable #2

Oklahoma State University – Boone Pickens Stadium

- Project Funding
 - ✓ The stadium renovation project will reportedly cost approximately \$108.0 million. Sources of funds include:
 - Major Gifts (naming rights (\$20.0 million)/sponsorship (\$15.0 million))
 - Student Activity Fee (\$3.00 per credit hour)
 - Premium Seating Revenues

- Renovation replaced general and donor seats (priced at \$50-\$100) with club seats (priced at \$1,500).



VIII. Renovation Case Studies

Comparable #2

Oklahoma State University – Boone Pickens Stadium

➤ Advertising/Sponsorship

✓ Naming Rights: Boone-Pickens Stadium (\$20.0 Million Contribution)

✓ Other Categories (By Contribution Level):

❖ \$5.0 Million – North and South Club Levels, Concourse, Other

❖ \$1.0 Million – Family Fun Zone, Development Office Suites, Press Area, North and South Founders
Luxury Suite Levels, Other

❖ \$500,000 – Development Conference Center, Entry Plazas, Sky Bridges, Other

❖ \$250,000 – Escalators, Retail Store

❖ \$200,000 – Stadium Decks

❖ \$100,000 – Ticket Office, Customer Relations Office, Concession Areas, Other

❖ \$75,000 – Ticket Offices

❖ \$50,000 – Information Center, Stadium Gates, Bridges

❖ \$40,000 – Club Level Bars, Banners

❖ \$30,000 – Parking Lots, Parking Levels

❖ \$25,000 – Flag Poles, Banner Walls

❖ \$20,000 – Parking Levels, Other

❖ \$5,000 to \$10,000 – Elevators, Monitors, Trees, Tables, Other

VIII. Renovation Case Studies

Comparable #3

Louisiana State University – Tiger Stadium

Tiger Stadium has recently undergone two major renovations. In 2000, there were approximately 9,000 seats added to the stadium, in addition to 70 luxury suites. The renovation project cost approximately \$50.0 million and was financed by the Tiger Athletic Foundation. There is an on-going renovation project underway at Tiger Stadium, which will include the addition of approximately 3,300 club seats to the west-side of the stadium. The west-side expansion was expected to be completed prior to the 2005 season and will cost approximately \$60.0 million (to be confirmed). Limited project funding information was available.

Stadium:	Tiger Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005/2000
Total Cost:	\$110.0 Million (To be confirmed)
Contractor:	MAPP Construction, Beers Construction Company, and Yates Construction
Architect:	HOK Sport+Venue+Event and Trahan Architects
Total Seating Capacity:	91,600
Luxury Suites:	70
Club Seats:	3,300
2004 Attendance (Rank):	91,209 (7 th)



Sources: Louisiana State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #3

Louisiana State University – Tiger Stadium

Luxury Suites								
Luxury Suites:	70			Parking:	2-3 parking spaces.			
Reserved:	3			Gift:	A portion of annual fee is considered a gift (approximately 54%).			
Percentage Leased:	100%			FF&E:	University is responsible (suite holders have minimal flexibility).			
				Amenities:	Wait service, custom catering, private entrance, movable window, private restroom, opportunity to name suite, among others.			
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	70	15, 25, or 34	4 or 6	\$40,000 - \$103,000	\$250/Seat	3 or 5 Years	3.0% - (1)	\$0

(1) Escalation factor has yet to be implemented.

Club Seats								
Club Seats:	3,300			Parking:	Provided for only a select number of club seat holders (800 spaces).			
Reserved:	0			Gift:	A portion of annual fee is considered a gift.			
Percentage Leased:	100%			Amenities:	Private entrance, elevator access, climate controlled club space, catered meals, televisions, private restrooms, among others.			
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats - A	3,000	NA	\$2,250	\$250/Seat	3 or 5 Years	3.0% - (1)	\$0	
Club Seats - B	300	NA	\$2,750	\$250/Seat	3 or 5 Years	3.0% - (1)	\$0	

(1) Escalation factor has yet to be implemented.

VIII. Renovation Case Studies

Comparable #4

North Carolina State University – Carter-Finley Stadium

The Carter-Finley Stadium renovation is expected to be completed in 2005. The renovation includes a new football practice complex, scoreboard, closing in of the south end zone, completion of the Wendell H. Murphy Football Center, and the construction of Wolfpack Towers. Wolfpack Towers, the second phase of the renovation project, includes 51 luxury suites and 955 club seats. The first phase of the stadium’s renovation, which was completed last year, included the addition of a 5,864 seat horseshoe grandstand in the south end zone.

Stadium:	Carter-Finley Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005
Total Cost:	\$39.5 Million (Phase II only)
Contractor:	Turner Construction Company
Architect:	Corley Redfoot Zack, Inc.
Total Seating Capacity:	60,000
Luxury Suites:	51
Club Seats:	955
2004 Attendance (Rank):	56,800 (36 th)



Sources: North Carolina State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #4

North Carolina State University – Carter-Finley Stadium

Luxury Suites								
Luxury Suites:	51	Parking:	4 parking spaces.					
Reserved:	3	Gift:	A portion of annual fee is considered a gift.					
Percentage Leased:	100%	FF&E:	University is responsible.					
		Amenities:	Wait service, custom catering, private entrance, movable window, private restroom, opportunity to name suite, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	19	16	4	\$55,000	Included	10 Years	0%	\$10,000
Suites - B	32	16	4	\$45,000	Included	10 Years	0%	\$10,000

Note: An additional \$1,750 contribution is required to lease a luxury suite.

Club Seats								
Club Seats:	955	Parking:	1 parking space per 4 seats.					
Reserved:	0	Gift:	A portion of annual fee is considered a gift.					
Percentage Leased:	100%	Amenities:	Club lounge, private entrance, open-air covered seating, private restroom, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats - A	955	NA	\$1,750	Included	10 Years	0%	\$250	

Note: An additional \$600 contribution per seat is required to lease a club seat.

VIII. Renovation Case Studies

Comparable #4

North Carolina State University – Carter-Finley Stadium

➤ Project Funding

- ✓ The stadium renovation project is expected to cost approximately \$39.5 million. Sources of funds include:
 - \$5.0 million private equity
 - \$17.25 million taxable bonds
 - \$17.25 million non-taxable bonds

- ✓ Debt serviced by:
 - Ticket revenue
 - Contribution pledges
 - Luxury suites and club seats revenue

VIII. Renovation Case Studies

Comparable #5

Virginia Polytechnic Institute and State University (Virginia Tech) – Lane Stadium

Lane Stadium was originally built in 1965. Lane Stadium has undergone a three phase expansion and renovation project, that started in 1999, which included the addition of luxury suites, club seats, ticket offices, Hokie Club offices, academic offices, new press box, bleacher seats, and video scoreboard, among others. Renovations were expected to be completed prior to the 2005 season, but are currently nearing completion. The south end zone expansion was called “The Game Plan” and was approximately a \$36.0 million project. The west side expansion is ongoing but is expected to cost approximately \$57.0 million. At completion of the renovation phases there will be 41 suites, 4,661 club seats, and an additional 10,100 general admission seats.

Stadium:	Lane Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005
Total Cost:	\$93.0 Million
Contractor:	Beers Skanska, Inc.
Architect:	HOK Sport+Venue+Event and Mosley Architects
Total Seating Capacity:	65,115
Luxury Suites:	41
Club Seats:	4,661
2004 Attendance (Rank):	65,115 (23 rd)



Sources: Virginia Tech University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #5

Virginia Polytechnic Institute and State University (Virginia Tech) – Lane Stadium

Luxury Suites									
Luxury Suites:	41	Parking:	2 to 4 parking spaces.						
Reserved:	3	Gift:	For tax purposes, approximately 80% of the annual fee less the suite amenities value (\$2,250) is considered a gift.						
Percentage Leased:	100%	FF&E:	University is responsible.						
		Amenities:	Electronic window, in-suite fireplace, solid countertops, tiled buffet area, private restroom, flat screen televisions, among others.						
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
South End Zone	15	16	8	\$45,000	\$252/Seat	5 Years	0% - (1)	\$5,000	
North End Zone	6	19	10	\$55,000	\$252/Seat	5 Years	0%	\$5,000	
West Side	5	35	12 to 14	\$100,000	\$252/Seat	5 Years	0%	\$5,000	
West Side	12	22	11	\$65,000	\$252/Seat	5 Years	0%	\$5,000	

(1) Suites originally leased for \$41,000/year with a \$1,000 annual increase. As of 2005, there is no escalation.
 Note: Suite holders are all donors to the University. Donation levels ranged from \$100,000 to \$1.0 million.

Club Seats									
Club Seats:	4,661	Parking:	Not included.						
Reserved:	NA	Gift:	Approximately 80% of premium is considered a gift.						
Percentage Leased:	90%	Amenities:	Climate controlled, upholstered chair back seating, high end concessions, private restrooms, elevator access, among others.						
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement		
South End Zone - Zone Club	880	NA	\$750	\$252/Seat	NA	NA	NA		
South End Zone - Touchdown Terrace	321	NA	\$500	\$252/Seat	NA	NA	NA		
South End Zone - Goal Line - (1)	1,160	NA	\$200	\$252/Seat	NA	NA	NA		
West Side (Indoor)	800	NA	\$2,000	\$252/Seat	NA	NA	NA		
West Side (Outdoor)	1,500	NA	\$1,500	\$252/Seat	NA	NA	NA		

(1) These club seats do not include access to club lounges.

VIII. Renovation Case Studies

Comparable #5

Virginia Polytechnic Institute and State University (Virginia Tech) – Lane Stadium

➤ Project Funding

✓ South End Zone Project - \$36.0 Million

- 100% Debt Financed
- Tax Free Bond Issue
- \$15.0 Million Fund Raising Campaign Reduced Bond Principal

✓ West Side Project - \$57.0 Million

- 100% Debt Financed
- Tax Free Bond Issue
- \$10.0 Million Fund Raising Campaign Reduced Bond Principal

✓ Debt Repaid with Revenues from Luxury Suites, Club Seats and Additional Ticket Revenue

➤ Advertising/Sponsorship

✓ Open to Naming/Sponsorship Opportunities (Yet To Be Pursued)

VIII. Renovation Case Studies

Comparable #6

Michigan State University – Spartan Stadium

The Spartan Stadium renovation project was completed in 2005. The project includes the addition of 24 luxury suites, approximately 860 club seats, new press and media facilities, and office and administrative space, among others. The project was anticipated to cost approximately \$61.0 million. Limited funding information was available.

Stadium:	Spartan Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005
Total Cost:	\$61.0 Million
Contractor:	Barton Malow and Clark Construction
Architect:	HNTB
Total Seating Capacity:	73,000
Luxury Suites:	24
Club Seats:	860
2004 Attendance (Rank):	73,602 (20 th)



Sources: Michigan State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #6

Michigan State University – Spartan Stadium

Luxury Suites									
Luxury Suites:	24								
Reserved:	2								
Percentage Leased:	100% - (1)								
Parking:									1 parking space per 4 seats.
Gift:									A portion of annual fee is considered a gift.
FF&E:									University is responsible (suite holder has minimal flexibility).
Amenities:									Private entrance, automatic windows, theater-style seating, televisions, elevator access, and private restrooms, among others.
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Suties - A	6	24	4	\$80,000	\$250 - \$270/Seat	3, 5, or 7 Years	5.0% - (2)	\$8,000	
Suites - B	18	12	4	\$35,000 - \$62,500	\$250 - \$270/Seat	3, 5, or 7 Years	5.0% - (2)	\$4,000	
(1) Projected.									
(2) Possible 5.0% escalation in year 3 of lease.									

Club Seats									
Club Seats:	860								
Reserved:	0								
Percentage Leased:	100% - (1)								
Parking:									1 parking space per 4 seats.
Gift:									A portion of annual fee is considered a gift.
Amenities:									Weather protection, elevator access, club area, upscale concessions, television monitors, and private restrooms.
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement		
Reserved	300	NA	\$6,500	\$250 - \$270/Seat	3, 5, or 7 Years	5.0% - (2)	10% (\$650)		
Unreserved	560	NA	\$4,500	\$250 - \$270/Seat	3, 5, or 7 Years	5.0% - (2)	10% (\$450)		
(1) Projected.									
(2) Possible 5.0% escalation in year 3 of lease.									

VIII. Renovation Case Studies

Comparable #7

University of Colorado – Folsom Field

The University of Colorado broke ground on the renovation of Folsom Field in 2002. The renovation project included the addition of 40 luxury suites and 1,863 club seats. Two club areas, new concessions stands, and new restrooms were also added along with a wider concourse. The renovation was completed in 2003 at a cost of approximately \$41.8 million. The renovated stadium has a current capacity of 53,245.

Stadium:	Folsom Field
New Construction/Renovation:	Renovation
Year Open/Renovated:	2003
Total Cost:	\$41.8 Million
Contractor:	Turner Construction Company and Shaw Construction Company
Architect:	Sinks Combs Dethlefs
Total Seating Capacity:	53,245
Luxury Suites:	40
Club Seats:	2,904
2004 Attendance (Rank):	47,895 (44 th)



Sources: University of Colorado, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #7

University of Colorado – Folsom Field

Luxury Suites									
Luxury Suites:	40			Parking:	4 parking spaces.				
Reserved:	0			Gift:	A portion of annual fee is considered a gift (annual fee less tickets and parking).				
Percentage Leased:	75%			FF&E:	University is responsible. Lease holders have minimal flexibility.				
				Amenities:	Elevator access, retractable windows, in-suite catering, cable television, internal sound system, access to Club Lounge, name recognition on door, among others.				
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Suites - A	38	18	6	\$50,000	Included	3, 5, or 7 Years - (1)	NA	\$10,000	
Suites - B	1	15	6	\$42,000	Included	3, 5, or 7 Years	NA	\$10,000	
Suites - C	1	48	6	\$100,000	Included	3, 5, or 7 Years	NA	\$10,000	
(1) One suite holder elected a 20 year lease with a \$1,000,000 contribution required upfront prior to occupancy in lieu of annual fee.									

Club Seats									
Club Seats:	2,904			Parking:	1 parking space per 4 seats.				
Reserved:	0			Gift:	A portion of annual fee is considered a gift (annual fee less tickets and parking).				
Percentage Leased:	60%			Amenities:	Concierge, elevator access, pre-game buffet, upgraded concessions, private restrooms, Stadium Club, among others.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement		
Club Seats - A		509	NA	\$1,500	Included	3, 5, or 7 Years	NA	\$500	
Club Seats - B		458	NA	\$1,800	Included	3, 5, or 7 Years	NA	\$500	
Club Seats - C		896	NA	\$2,250	Included	3, 5, or 7 Years	NA	\$500	
Club Seats - D		1,041	NA	\$1,580	Included	3, 5, or 7 Years	NA	\$500	

VIII. Renovation Case Studies

Comparable #7

University of Colorado – Folsom Field

➤ Project Funding

- ✓ The original project estimated cost was approximately \$45.7 million. The project was completed under budget at \$41.8 million. The debt is anticipated to be serviced by proceeds from the leasing of luxury suites and club seats.



VIII. Renovation Case Studies

Comparable #8

University of Oregon – Autzen Stadium

Autzen Stadium recently underwent an \$89.7 million expansion and renovation. The capacity of the stadium was increased by approximately 12,000 seats to approximately 53,800 seats. Additional luxury suites and club seats were part of the project. In addition, the renovation included upgraded concession stands, new 20,000 square foot lounge, new media facility, and a new concourse to ease seating accessibility.

Stadium:	Autzen Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2003
Total Cost:	\$89.7 Million
Contractor:	Hunt Construction Group and Wildish Construction
Architect:	Ellerbe Becket
Total Seating Capacity:	53,800
Luxury Suites:	40
Club Seats:	3,200
2004 Attendance (Rank):	58,059 (35 th)



Sources: University of Oregon, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #8

University of Oregon – Autzen Stadium

Luxury Suites								
Luxury Suites:	40	Parking:	6 reserved and 4 general parking spaces.					
Reserved:	1	Gift:	A portion of annual fee is considered a gift.					
Percentage Leased:	100%	FF&E:	University is responsible (suite holders have minimal flexibility).					
		Amenities:	Private restrooms, televisions, catering, private entrance, wet bar, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	11	21	10	\$35,000	\$244/Seat	3 Years - (2)	0%	\$5,000
Suites - B	15	22	10	\$40,000	\$244/Seat	3 Years - (2)	0%	\$5,000
Suites - C	10	22	10	\$45,000	\$244/Seat	3 Years - (2)	0%	\$5,000
Suites - D - (1)	3	44	10	\$90,000	\$244/Seat	3 Years - (2)	0%	\$5,000

(1) Six suites have been converted into 3 double suites (44 seats, 20 passes, \$90,000 fee, \$10,000 deposit).
 (2) Suite holders are currently entering into extensions for 2 - 4 years. New suite holders will see a 5.0% price increase.

Club Seats								
Club Seats:	3,200	Parking:	Based on donation level (i.e., number of club seats purchased).					
Reserved:	0	Gift:	A portion of annual fee is considered a gift.					
Percentage Leased:	100%	Amenities:	Covered seating, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats - A	3,200	NA	\$750	\$244/Seat	NA	NA	NA	

VIII. Renovation Case Studies

Comparable #8

University of Oregon – Autzen Stadium

- Project Funding
 - ✓ Reports indicate that the total cost of the facility was approximately \$89.7 million. University representatives provided budgeted amounts (\$80.0 million) as shown below. The sources of funds included:
 - Anonymous Gifts (\$53.0 million)
 - Fund Raising/Non-Stadium Naming Rights (\$15.0 million)
 - New Seat/Suite Assessments (\$10.0 million)
 - Additional Ticket Sales/Ticket Price Increases/Suite Sales (\$2.0 million)

- Renovation replaced sponsor seats (priced at \$500) with club seats (priced at \$750). In addition, renovation replaced sideline seats (priced at \$200) with upgraded sideline seats (priced at \$350 or \$500).



VIII. Renovation Case Studies

Comparable #9

University of Oklahoma – Oklahoma Gaylord Family Memorial Stadium

Memorial Stadium recently underwent a reported \$85.0 million renovation project. The project included the addition of approximately 8,000 seats as part of the new east side upper deck, including 54 luxury suites and 2,200 club seats. The exterior of the stadium, stadium club, scoreboard, clock tower, and improved concourse areas, press box, and existing luxury suites were also part of the project.

Stadium:	Oklahoma Gaylord Family Memorial Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2003
Total Cost:	\$85.0 Million
Contractor:	Flintco, Inc.
Architect:	HOK Sport+Venue+Event
Total Seating Capacity:	82,112
Luxury Suites:	63
Club Seats:	3,450
2004 Attendance (Rank):	84,532 (9 th)



Sources: University of Oklahoma, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #9

University of Oklahoma – Oklahoma Gaylord Family Memorial Stadium

Luxury Suites								
Luxury Suites:	63	Parking:	2 parking spaces.					
Reserved:	2	Gift:	Annual fee is considered a gift (80% tax deductible).					
Percentage Leased:	100%	FF&E:	University is responsible.					
		Amenities:	Private entrance, buffet, wait services, catering, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
East Side	27	18	2	\$55,000 - \$65,000	Included	3,5, or 7 Years	0% - (1)	\$10,000
East Side	27	18	2	\$50,000 - \$60,000	Included	3,5, or 7 Years	0% - (1)	\$10,000
West Side	4	12	2	\$34,000	Included	3,5, or 7 Years	0% - (1)	\$10,000
West Side	5	24	2	\$74,000	Included	3,5, or 7 Years	0% - (1)	\$10,000

(1) At end of current contract, annual fee will increase by \$5,000.
Notes: Suite location was based on donor levels.

Club Seats								
Club Seats:	3,450	Parking:	Not included.					
Reserved:	20 - (1)	Gift:	Annual fee is considered a gift (80% tax deductible). West side club seats required a \$50,000 per pair annual gift (100% tax deductible).					
Percentage Leased:	99%	Amenities:	Stadium club, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
East Side	2,200	NA	\$1,000 - \$1,750	\$299/Seat	NA	NA	NA	
West Side	1,250	NA	\$1,000	\$299/Seat	NA	NA	NA	

(1) Approximately 20 club seats are either reserved for the University or sold on a game-by-game basis.

VIII. Renovation Case Studies

Comparable #9

University of Oklahoma – Oklahoma Gaylord Family Memorial Stadium

➤ Project Funding

- ✓ The renovation project at the stadium cost approximately \$85.0 million.
 - The project was funded by:
 - » Private Gifts (\$20.0 Million)
 - » Bond Funds (\$65.0 Million)

 - The debt is serviced by new and existing premium seating revenues.

➤ Advertising/Sponsorship

- ✓ Naming Rights: Gaylord Family Memorial Stadium (\$12.0 Million Contribution)

- ✓ Incremental Advertising Revenues – Approximately \$200,000



VIII. Renovation Case Studies

Comparable #10

Georgia Tech University – Bobby Dodd Stadium

The renovation project at Bobby Dodd Stadium commenced immediately following the 2001 season and was completed in 2003. The renovation was part of an approximate \$80.0 million campaign that also included the renovation of the university's baseball facility. The football stadium renovation cost approximately \$65.0 million and included the new north end zone structure which has seating for 15,678 and includes 10 luxury suites. The lower east side of the stadium was rebuilt, as well. The east side now includes 20 luxury suites and over 2,000 club seats. At the south end zone, 2,970 additional seats were added.

Stadium:	Bobby Dodd Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2003
Total Cost:	\$80.0 Million (Includes Other Projects)
Contractor:	Carter & Associates and Turner Construction
Architect:	HOK Sport+Venue+Event
Total Seating Capacity:	55,000
Luxury Suites:	74
Club Seats:	2,154
2004 Attendance (Rank):	46,817 (46 th)



Sources: Georgia Tech University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #10

Georgia Tech University – Bobby Dodd Stadium

Luxury Suites									
Luxury Suites:	74			Parking:	Yes.				
Reserved:	0			Gift:	A portion of the annual fee is considered a donation.				
Percentage Leased:	100%			FF&E:	University is responsible (suite holder has minimal flexibility).				
				Amenities:	Private restroom, catering, theatre-style seating, game day programs, among others.				
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
North	10	16 or 27	4	\$30,000 - \$50,000	Included	1 or 5 Years	NA	NA	
South	12	15	4	\$30,000	Included	1 or 5 Years	NA	NA	
East	20	16 or 34	4	\$30,000 - \$85,000	Included	1 or 5 Years	NA	NA	
West	32	18 or 34	4	\$30,000 - \$89,000	Included	1 or 5 Years	NA	NA	

Club Seats									
Club Seats:	2,154			Parking:	Yes.				
Reserved:	0			Gift:	A portion of the annual fee is considered a donation.				
Percentage Leased:	100%			Amenities:	Club lounge, host/hostess service, wet bar, private restrooms, game day programs, among others.				
Type		# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Level 1		354	NA	\$1,000	Not Included	1 Year	NA	NA	
Level 2		723	NA	\$1,500	Not Included	1 Year	NA	NA	
Level 3		723	NA	\$1,500	Not Included	1 Year	NA	NA	
Level 4		354	NA	\$1,000	Not Included	1 Year	NA	NA	

Sources: Georgia Tech University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #10

Georgia Tech University – Bobby Dodd Stadium

- The renovation project at Bobby Dodd Stadium was part of a project that included renovations to the baseball facility as well. The renovation projects totaled approximately \$80.0 million. The project was funded by:
 - ✓ Private Gifts (\$50.0 million)
 - ✓ Luxury Suite Revenues
 - ✓ Club Seat Revenues
 - ✓ Investment Income



VIII. Renovation Case Studies

Comparable #11

Ohio State University – Ohio Stadium

Ohio Stadium was renovated prior to the 2001 football season. Reports indicate the renovation project was completed at a cost of approximately \$194.0 million. The renovation project included the addition of approximately 81 luxury suites and 2,627 club seats. The project also included widening the concourses and improvements to restroom facilities and concession stands.

Stadium:	Ohio Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2001
Total Cost:	\$194.0 Million
Contractor:	Turner Construction Company
Architect:	Osborn Architects and Engineers
Total Seating Capacity:	101,568
Luxury Suites:	81
Club Seats:	2,627
2004 Attendance (Rank):	104,876 (3 rd)



Sources: Ohio State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #11

Ohio State University – Ohio Stadium

Luxury Suites								
Luxury Suites:	81	Parking:	2 - 3 parking spaces.					
Reserved:	1	Gift:	A portion of annual fee is considered a contribution (based on size, parking, tickets, rent, programs, etc.-- \$54,000 of a \$70,000 suite considered a gift).					
Percentage Leased:	100%	FF&E:	University is responsible.					
		Amenities:	Host service, custom catering, private restroom, private entrance, concierge, VIP ticket will call, televisions, corporate logo on suite, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	8	5	3 - (1)	\$20,000 - \$25,000	Included	5 or 7 Years	(2)	\$10,000
Suites - B	10	10	3 - (1)	\$50,000 - \$65,000	Included	5 or 7 Years	(2)	\$10,000
Suites - C	10	12	3 - (1)	\$55,000 - \$75,000	Included	5 or 7 Years	(2)	\$10,000
Suites - D	46	14	3 - (1)	\$55,000 - \$75,000	Included	5 or 7 Years	(2)	\$10,000
Suites - E	6	16	3 - (1)	\$55,000	Included	5 or 7 Years	(2)	\$10,000

(1) To be confirmed.
 (2) Escalation provisions never invoked. Escalation of 6.5% (5 year lease) or 5.5% (7 year lease).
 Notes: Priority for lease was give to donors (not required). All suites leased by donors (\$1.0 million to \$10.0 million). Basketball arena suite holders were also given priority.

Club Seats								
Club Seats:	2,627	Parking:	Not included. Opportunity for VIP parking.					
Reserved:	4	Gift:	Annual fee is considered a gift.					
Percentage Leased:	100%	Amenities:	Expanded concessions menu, extra wide chair-back seats, access to Stadium Club, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Platinum	1,500	NA	\$3,000	Included	NA	NA	\$1,500	
Gold	1,000	NA	\$2,000	Included	NA	NA	\$1,000	
Other	127	NA	\$2,000 - \$3,000	Included	NA	NA	\$1,000 - \$1,500	

Note: Buckeye Club level donation is also required. Current level is \$2,500 per seat (to be confirmed) (approximately \$2,200 is tax deductible).

Sources: Ohio State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #11

Ohio State University – Ohio Stadium

➤ Project Funding

- ✓ The renovation project at Ohio Stadium reportedly cost approximately \$194.0 million.
 - The debt is serviced by:
 - » Luxury Suite Revenue (approximately \$4.63 million annually)
 - » Club Seat Revenue (gift portion only - \$6.50 million annually less season cost of tickets)
 - » \$6.00 per Non-Student Ticket
 - » \$3.00 per Student Ticket
 - » Sponsorship Revenue (minimal/one-time)

➤ Advertising/Sponsorship

- ✓ Huntington Club (\$5.0 Million Contribution)

VIII. Renovation Case Studies

Comparable #12

Pennsylvania State University (Penn State) – Beaver Stadium

The Beaver Stadium expansion and renovation project added approximately 10,928 seats to the facility, including the addition of 69 luxury suites, and 4,000 club seats. The project also included improvements to the stadium infrastructure. In particular, new restrooms, concession stands and an upper concourse were added. The lower concourse was expanded and spaces for the team, officials, and media were improved. The ticket office also was upgraded, ADA accessibility standards were addressed, and Beaver Stadium was given a new facade.

Stadium:	Beaver Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2001
Total Cost:	\$93.0 Million
Contractor:	Barton Malow and Alexander Building Construction
Architect:	HOK Sport+Venue+Event
Total Seating Capacity:	103,576
Luxury Suites:	69
Club Seats:	4,000
2004 Attendance (Rank):	103,111 (4 th)



Sources: Penn State University, internal database, and industry research.

VIII. Renovation Case Studies

Comparable #12

Pennsylvania State University (Penn State) – Beaver Stadium

Luxury Suites								
Luxury Suites:	69			Parking:	Minimum of 2 reserved parking spaces.			
Reserved:	9			Gift:	Approximately 80% of annual fee is considered a gift.			
Percentage Leased:	100%			FF&E:	University is responsible.			
				Amenities:	Elevator access, climate control, power operated windows, internal sound system, in-suite catering, recognition plaque, lounge area restrooms, televisions, wet bar, among others.			
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Lion Suites - (1)	60	16 - (2)	0	\$40,000 - \$60,000	Not Available	5, 7, or 10 Years	0%	\$5,000

(1) Prices vary depending on lease term selected. Prices may be higher than indicated above for 5 and 7 year leases (90% of suites were leased for a 10 year term). A discount is applied for prepayment of the entire lease.

(2) Four suites have 25 seats.

Club Seats								
Club Seats:	4,000			Parking:	1 reserved parking space.			
Reserved:	NA			Gift:	Approximately 80% of annual fee and club contribution is considered a gift.			
Percentage Leased:	100%			Amenities:	Nittany Lion Club membership, weather protected seats (1,800), personalized name plate, wait service, among others.			
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats - (1)	4,000	NA	\$1,200 - \$1,500	Not Available	5, 7, or 10 Years	0%	\$500	

(1) Prices vary depending on lease term selected. A discount is applied for prepayment of the entire lease.

Note: A Nittany Lion Club contribution is also required to secure a club seat.

VIII. Renovation Case Studies

Comparable #12

Pennsylvania State University (Penn State) – Beaver Stadium

➤ Project Funding

- ✓ The Beaver Stadium expansion and renovation was completed at a cost of approximately \$93.0 million. The University reportedly required approximately \$29.0 million from private contributions. The balance was anticipated to be met with sales of luxury suites and club seats, along with new ticket revenue.



NEW STADIUM CASE STUDIES



IX. New Stadium Case Studies

Overview

- Limited New Stadium Construction
 - ✓ University of Connecticut – Rentschler Field
 - ✓ Southern Methodist University – Gerald J. Ford Stadium
 - ✓ University of Louisville – Papa John’s Cardinal Stadium
- Limited Planned New Construction
 - ✓ University of Central Florida
 - ✓ University of Minnesota

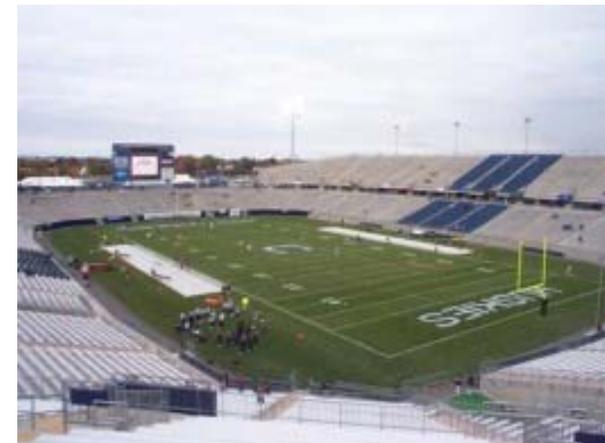


IX. New Stadium Case Studies

University of Connecticut – Rentschler Field

Rentschler Field was completed for the 2003 University of Connecticut football season. The new facility has a seating capacity of approximately 40,000, and includes 38 luxury suites and 5,300 club seats (1,300 indoor / 4,000 outdoor). The facility is U-shaped with an upper deck surrounding the north, south, and east sides. The luxury suites, club seats, and press area are in the south side tower. The stadium was designed to also host soccer, lacrosse and other events. Rentschler Field was developed at a reported cost of \$91.2 million. The facility is owned by the State of Connecticut and operated by Madison Square Garden.

Stadium:	Rentschler Field
New Construction/Renovation:	New Construction
Year Open/Renovated:	2003
Total Cost:	\$91.2 Million
Contractor:	Hunt Construction/Gilbane Construction Company
Architect:	Ellerbe Becket
Total Seating Capacity:	40,000
Luxury Suites:	38
Club Seats:	5,300
2004 Attendance (Rank):	39,304 (58 th)



Sources: University of Connecticut, internal database, and industry research.

IX. New Stadium Case Studies

Southern Methodist University (SMU) – Gerald J. Ford Stadium

Gerald J. Ford Stadium opened in 2000. The SMU Mustangs previously played their home games at the Cotton Bowl. The new stadium has approximately 32,000 seats, 24 luxury suites, and 600 club seats. Future expansion allows for approximately an additional 13,000 seats. Construction costs reportedly approximated \$43.0 million. However, total project costs were closer to \$60.0 million. Gerald J. Ford, an SMU alumnus, provided the lead \$20.0 million gift for the construction of the facility.

Stadium:	Gerald J. Ford Stadium
New Construction/Renovation:	New Construction
Year Open/Renovated:	2000
Total Cost:	\$60.0 Million (To be confirmed)
Contractor:	Hunt Construction
Architect:	Ellerbe Beckett
Total Seating Capacity:	32,000
Luxury Suites:	24
Club Seats:	600
2004 Attendance (Rank):	17,706 (95 th)



Sources: Southern Methodist University, internal database, and industry research.

IX. New Stadium Case Studies

University of Louisville – Papa John’s Cardinal Stadium

The University of Louisville football program began play at Papa John’s Cardinal Stadium in 1998. The stadium currently has a seating capacity of 42,000, but can be expanded to more than 80,000 in the future. There are also 26 luxury suites at the stadium. The facility was reportedly constructed at a cost of approximately \$75.0 million. Funding sources included gifts, sponsorship, and revenues from the operating budget. Gifts and sponsorship comprised approximately \$55.0 million of the sources of funds. Sponsorship contributions included: \$5.0 million (stadium naming rights) and \$3.0 million (club area naming rights). The University also raised nearly \$15.0 million in life-time seat sales.

Stadium:	Papa John’s Cardinal Stadium
New Construction/Renovation:	New Construction
Year Open/Renovated:	1998
Total Cost:	\$75.0 Million
Contractor:	Not Available
Architect:	Luckett & Farley
Total Seating Capacity:	42,000
Luxury Suites:	26
Club Seats:	0
2004 Attendance (Rank):	40,531 (56 th)



Sources: University of Louisville, internal database, and industry research.

X. Revenue Enhancement Opportunities

REVENUE ENHANCEMENT OPPORTUNITIES



X. Revenue Enhancement Opportunities

- The Consulting Team has developed a series of potential revenue enhancement opportunities for Aloha Stadium.
- The Consulting Team has not been engaged to prepare a comprehensive market assessment and, therefore, the preliminary findings presented herein are limited in nature.
- The Consulting Team has had limited interaction from the University of Hawaii. We have not been provided and have not reviewed critical financial and season ticket holder information.
- Given the limited amount of due diligence that has been completed in connection with the various options (particularly premium seating demand), our analysis includes “breakeven” price points relative to estimated costs to allow us to comment on the potential financial viability of certain revenue enhancement options.
- *The breakeven prices included herein do not represent our opinion as to market demand or recommended pricing.* Rather, the breakeven price provides a preliminary indication as to the price required to pay for the improvements, assuming the improvements are financed with taxable bonds amortized over a 20 year period (the assumed minimum remaining useful life of the stadium following the implementation of the capital improvement program). No assumptions have been made regarding financing structure (credit enhancement, capitalized interest, costs of issuance, etc.). We have assumed project revenues would be the primary source of debt repayment and, as a result, we have assumed the bonds are taxable.
- The analysis included herein represents strictly a financially oriented review of the various options. Consideration must be given to other factors such as overall fan experience, donor programs, and sponsorship programs.

X. Revenue Enhancement Opportunities

- The Consulting Team has not addressed revenue sharing or capital funding responsibility. For analytical purposes, we have assumed that base ticket revenues would be retained by the respective event and the breakeven price reflects the premium price over and above the base ticket price.
- Revenue enhancement options require the stadium to be locked into a fixed football configuration. Key factors supporting this position:
 - ✓ Total baseball attendance has averaged only 6,648 per season during the past three fiscal years.
 - ✓ Total baseball revenue has averaged under \$20,000 during the past three fiscal years.
 - ✓ Costs to move stadium into baseball configuration exceed revenues earned.
- Transport system replacement/repair cost eliminated (potential savings in excess of \$10.0 million).

X. Revenue Enhancement Opportunities

Option			1
Description			Dugout Suites
Number of Suites			3
Number of Seats			110
Sales Approach			Game By Game
Assumed Number of Events			10
University of Hawaii		8	
NFL Pro Bowl		1	
Bowl Game		1	
Assumed Occupancy/Utilization			80.0%
Key Financing Assumptions			
Term (Years)			20
Weighted Average Interest Cost			6.00%
Tax Status			Taxable
Estimated Project Cost			\$350,000
Estimated Annual Debt Service			\$30,515
Debt Coverage Assumption	1.00	1.50	2.00
Breakeven Revenue Required - Total	\$30,515	\$45,772	\$61,029
Breakeven Premium Required - Per Suite/Per Year	\$12,714	\$19,072	\$25,429
Breakeven Premium Required - Per Seat/Per Year	\$347	\$520	\$694
Breakeven Premium Required - Per Seat/Per Event	\$35	\$52	\$69

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 1: Dugout Suites – General Observations

- Nominal capital improvement costs.
- Unique premium seating product – untested nationally (Seattle – NFL).
- Offers unique sightlines and game day experience. Sightlines may be somewhat compromised.
- Provides fans/spectators with additional stadium amenity.
- Requires somewhat aggressive premium over and above base ticket price relative to UH football pricing given location.
- Unlikely to generate material incremental revenues for capital improvements/maintenance.
- Additional market research required to assess viability.

X. Revenue Enhancement Opportunities

Option				2
Description				Main Concourse Corner Party Decks
Number of Loge Boxes				24
Number of Seats Per Box				4
Number of Seats				96
Sales Approach				Annual Lease
Assumed Number of Events				10
University of Hawaii		8		
NFL Pro Bowl		1		
Bowl Game		1		
Assumed Occupancy/Utilization				80.0%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$7,100,000
Estimated Annual Debt Service				\$619,010
Debt Coverage Assumption	1.00	1.50	2.00	
Breakeven Revenue Required - Total	\$619,010	\$928,516	\$1,238,021	
Breakeven <u>Premium</u> Required - Per Loge Box/Per Year	\$32,240	\$48,360	\$64,480	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$8,060	\$12,090	\$16,120	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$806	\$1,209	\$1,612	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 2: Main Concourse Party Deck – General Observations

- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Main concourse level and corner locations offer marginal sightlines for premium seating product.
- Provides general admission fans/spectators with additional stadium amenity.
- Requires unreasonable premium over and above base ticket price. Premium seating revenues will not pay for cost of improvements.
- State must consider non-quantifiable benefits to general admission fans/spectators relative to net cost.

X. Revenue Enhancement Opportunities

Option				3 (A)
Description	Lower Bowl 50 Yard Line Suites			
	Small	Large	Total	
Number of Suites	4	8	12	
Number of Seats Per Suite	9	27	21	
Number of Seats	36	216	252	
	Gross	Occupancy	Net	
Lost (or Replaced) Seats	308	100%	308	
Estimated Lost Ticket Revenue				\$100,100
Sales Approach				Annual Lease
Assumed Number of Events				10
University of Hawaii				8
NFL Pro Bowl				1
Bowl Game				1
Assumed Occupancy/Utilization				90.0%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$1,750,000
Estimated Annual Debt Service				\$152,573
Debt Coverage Assumption	1.00	1.50	2.00	
Estimated Debt Service - Including Coverage	\$152,573	\$228,859	\$305,146	
Revenue Required to Offset Lost Ticket Revenues	\$100,100	100,100	100,100	
Breakeven Revenue Required - Total	\$252,673	\$328,959	\$405,246	
Breakeven <u>Premium</u> Required - Per Suite/Per Year	\$23,396	\$30,459	\$37,523	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$1,114	\$1,450	\$1,787	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$111	\$145	\$179	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 3 (A): Lower Bowl 50 Yard Line Suites – General Observations

- Relatively low capital improvement costs.
- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Excellent location at 50 yard line.
- Provides corporate community and sponsors with additional stadium amenity.
- Requires premium over and above base ticket price consistent with, and in many cases less than, other comparable facilities. However, Honolulu market is unique – phased approach may be appropriate depending on cost impact.
- Consideration has been given to “lost” University football ticket revenue resulting from displacement of seats.
- May generate incremental revenues for ongoing capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option Description	3 (B) Lower Bowl West Sideline Suites		
	Small	Large	Total
Number of Suites	0	12	12
Number of Seats Per Suite	0	26	26
Number of Seats	0	312	312
	Gross	Occupancy	Net
Lost (or Replaced) Seats	410	100%	410
Estimated Lost Ticket Revenue			\$133,250
Sales Approach			Annual Lease
Assumed Number of Events			10
University of Hawaii		8	
NFL Pro Bowl		1	
Bowl Game		1	
Assumed Occupancy/Utilization			90.0%
Key Financing Assumptions			
Term (Years)			20
Weighted Average Interest Cost			6.00%
Tax Status			Taxable
Estimated Project Cost			\$2,750,000
Estimated Annual Debt Service			\$239,758
Debt Coverage Assumption	1.00	1.50	2.00
Estimated Debt Service - Including Coverage	\$239,758	\$359,636	\$479,515
Revenue Required to Offset Lost Ticket Revenues	\$133,250	133,250	133,250
Breakeven Revenue Required - Total	\$373,008	\$492,886	\$612,765
Breakeven <u>Premium</u> Required - Per Suite/Per Year	\$34,538	\$45,638	\$56,738
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$1,328	\$1,755	\$2,182
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$133	\$176	\$218

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 3 (B): Lower Bowl West Sideline Suites – General Observations

- Relatively low capital improvement costs.
- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Good location along sidelines.
- Project costs exceed Option 3 (A) – for inferior location. Option 3 (A) superior alternative. However, suites contemplated in Option 3 (B) could be added at a later date if demand dictates.
- Provides corporate community and sponsors with additional stadium amenity.
- Requires premium over and above base ticket price consistent with, and in many cases less than, other comparable facilities. However, Honolulu market is unique – phased approach may be appropriate depending on cost impact.
- Consideration has been given to “lost” University football ticket revenue resulting from displacement of seats.
- May generate incremental revenues for capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option	4 (A)		
Description	Sideline Club Lounge & Amenities Addition		
Number of Seats Impacted	1,454		
Sales Approach	Annual Lease		
Assumed Number of Events	10		
University of Hawaii	8		
NFL Pro Bowl	1		
Bowl Game	1		
Assumed Occupancy/Utilization	90.0%		
Key Financing Assumptions			
Term (Years)	20		
Weighted Average Interest Cost	6.00%		
Tax Status	Taxable		
Estimated Project Cost			\$4,000,000
Estimated Annual Debt Service			\$348,738
Debt Coverage Assumption	1.00	1.50	2.00
Breakeven Revenue Required - Total	\$348,738	\$523,107	\$697,476
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$266	\$400	\$533
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$27	\$40	\$53

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 4 (A): Sideline Club Lounge & Amenities Addition – General Observations

- Relatively low capital improvement costs.
- Unique premium seating product – improve amenities package to offer more traditional club seat product in Loge Level.
- Offers unique game day experience.
- Provides corporate community, sponsors, and donors with additional stadium amenity.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Requires premium over and above base ticket price below other comparable facilities. However, Honolulu market is unique – phased approach may be appropriate depending on cost impact.
- Opportunity to generate incremental revenues for capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option				4 (B)
Description	Sideline Club Loge Box Seat Conversion			
Number of Loge Boxes				78
Number of Seats Per Box				4
Number of Seats - Total				312
	Gross	Occupancy	Net	
Lost (or Replaced) Seats	1,454	100%	1,454	
Estimated Lost Ticket Revenue				\$472,550
Sales Approach				Annual Lease
Assumed Number of Events				10
University of Hawaii				8
NFL Pro Bowl				1
Bowl Game				1
Assumed Occupancy/Utilization				90.0%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$4,600,000
Estimated Annual Debt Service				\$401,049
Debt Coverage Assumption	1.00	1.50	2.00	
Estimated Debt Service - Including Coverage	\$401,049	\$601,573	\$802,098	
Revenue Required to Offset Lost Ticket Revenues	\$472,550	472,550	472,550	
Breakeven Revenue Required - Total	\$873,599	\$1,074,123	\$1,274,648	
Breakeven <u>Premium</u> Required - Per Loge Box/Per Year	\$12,444	\$15,301	\$18,157	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$3,111	\$3,825	\$4,539	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$311	\$383	\$454	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 4 (B): Sideline Club Loge Box Seat Conversion – General Observations

- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Excellent sightlines.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Requires unreasonable premium over and above base ticket price, when take into consideration lost seats. Premium seating revenues will not pay for improvements.
- Additional market research not recommended at this time.

X. Revenue Enhancement Opportunities

Option			5
Description		South Endzone Super Suite	
Number of Suites			1
Number of Seats			270
Sales Approach		Game By Game	
Assumed Number of Events			10
University of Hawaii		8	
NFL Pro Bowl		1	
Bowl Game		1	
Assumed Occupancy/Utilization			90.0%
Key Financing Assumptions			
Term (Years)			20
Weighted Average Interest Cost			6.00%
Tax Status			Taxable
Estimated Project Cost			\$325,000
Estimated Annual Debt Service			\$28,335
Debt Coverage Assumption	1.00	1.50	2.00
Breakeven Revenue Required - Total	\$28,335	\$42,502	\$56,670
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$12	\$17	\$23

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 5: South Endzone Super Suite – General Observations

- Nominal capital improvement costs.
- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Provides corporate community, sponsors, and donors (possibly general public as well, depending on pricing) additional stadium amenity.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Requires “reasonable” premium over and above base ticket price.
- Unlikely to generate material incremental revenues for capital improvements/maintenance.
- Additional market research required to determine pricing.

X. Revenue Enhancement Opportunities

Option				6 (A)
Description				Add Loge Level Corner Clubs
Number of Existing Seats Impacted				1,454
New Club Seats				360
New GA Seats				<u>600</u>
Total Seats Impacted				2,414
Sales Approach				Annual Lease
Assumed Number of Events				10
University of Hawaii			8	
NFL Pro Bowl			1	
Bowl Game			1	
Assumed Occupancy/Utilization				87.5%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$14,000,000
Estimated Annual Debt Service				\$1,220,584
Debt Coverage Assumption	1.00	1.50	2.00	
Breakeven Revenue Required - Total	\$1,220,584	\$1,830,876	\$2,441,168	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$578	\$867	\$1,156	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$58	\$87	\$116	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 6 (A): Add Loge Level Corner Clubs – General Observations

- Material capital improvement costs.
- Unique premium seating product – improve amenities package to offer more traditional club seat product in Loge Level and additional general admission seating inventory and amenity.
- Offers unique game day experience.
- Provides corporate community, sponsors, donors, and general public with additional stadium amenity.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Requires premium over and above base ticket price consistent with, and in some cases below, other comparable facilities. However, premium may be high in relation to current ticket pricing.
- Opportunity to generate incremental revenues for capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option				6 (B)
Description	Add Loge Level Corner and Sideline Clubs			
Number of Existing Seats Impacted				2,504
New Club Seats				360
New GA Seats				<u>600</u>
Total Seats Impacted				3,464
Sales Approach	Annual Lease/Game By Game			
Assumed Number of Events				10
University of Hawaii	8			
NFL Pro Bowl	1			
Bowl Game	1			
Assumed Occupancy/Utilization - General Club Seating				87.5%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$18,000,000
Estimated Annual Debt Service				\$1,569,322
Debt Coverage Assumption	1.00	1.50	2.00	
Breakeven Revenue Required - Total	\$1,569,322	\$2,353,983	\$3,138,644	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$518	\$777	\$1,036	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$52	\$78	\$104	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 6 (B): Add Loge Level Corner and Sideline Clubs – General Observations

- Material capital improvement costs.
- Unique premium seating product – improve amenities package to offer more traditional club seat product for entire Loge Level and additional general admission seating inventory and amenity.
- Offers unique game day experience.
- Provides corporate community, sponsors, donors, and general public with additional stadium amenity.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Upper concourse party deck provides additional amenity that could increase attendance and ticket revenues.
- Requires premium over and above base ticket price consistent with, and in some cases below, other comparable facilities. However, premium may be high in relation to current ticket pricing.
- Opportunity to generate incremental revenues for capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option				7
Description	Upper Concourse Corner Suites			
Number of Suites				12
Number of Seats Per Suite				30
Number of Seats				360
Sales Approach				Annual Lease
Assumed Number of Events				10
University of Hawaii				8
NFL Pro Bowl				1
Bowl Game				1
Assumed Occupancy/Utilization				80.0%
Key Financing Assumptions				
Term (Years)				20
Weighted Average Interest Cost				6.00%
Tax Status				Taxable
Estimated Project Cost				\$4,250,000
Estimated Annual Debt Service				\$370,534
Debt Coverage Assumption	1.00	1.50	2.00	
Breakeven Revenue Required - Total	\$370,534	\$555,802	\$741,069	
Breakeven <u>Premium</u> Required - Per Suite/Per Year	\$38,597	\$57,896	\$77,195	
Breakeven <u>Premium</u> Required - Per Seat/Per Year	\$1,287	\$1,930	\$2,573	
Breakeven <u>Premium</u> Required - Per Seat/Per Event	\$129	\$193	\$257	

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 7: Upper Concourse Suites – General Observations

- Relatively low capital improvement costs.
- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Upper concourse level and corner locations offer marginal sightlines for premium seating product.
- Provides corporate community and sponsors with additional stadium amenity.
- Requires premium over and above base ticket price consistent with other comparable facilities. However, pricing may exceed market demand in Hawaii.
- May generate incremental revenues for ongoing capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Option			8
Description	Back of Upper Bowl Suite Tower Addition		
Number of Suites			10
Number of Seats Per Suite			30
Number of Seats - Total			300
Assumed Average Suite Price			\$30,000
New Club Seats			321
Lost (or Replaced) Seats	Gross 728	Occupancy 75%	Net 546
Estimated Lost Ticket Revenue			\$73,710
Sales Approach			Annual Lease
Assumed Number of Events			10
University of Hawaii		8	
NFL Pro Bowl		1	
Bowl Game		1	
Assumed Occupancy/Utilization			80.0%
Key Financing Assumptions			
Term (Years)			20
Weighted Average Interest Cost			6.00%
Tax Status			Taxable
Estimated Project Cost			\$9,000,000
Estimated Annual Debt Service			\$784,661
Debt Coverage Assumption	1.00	1.50	2.00
Estimated Debt Service - Including Coverage	\$784,661	\$1,176,992	\$1,569,322
Assumed Suite Revenue	(\$240,000)	(\$240,000)	(\$240,000)
Revenue Required to Offset Lost Ticket Revenues	\$73,710	73,710	73,710
Breakeven Revenue Required - Total	\$618,371	\$1,010,702	\$1,403,032
Breakeven <u>Premium</u> Required - Per Club Seat/Per Year	\$2,408	\$3,936	\$5,464
Breakeven <u>Premium</u> Required - Per Club Seat/Per Event	\$241	\$394	\$546

Note: Premium reflects price over and above ticket price for event.

X. Revenue Enhancement Opportunities

Option 8: Back of Upper Bowl Tower Suite Addition – General Observations

- Unique premium seating product – untested in Hawaii.
- Offers unique game day experience.
- Back of upper bowl level offers marginal sightlines for premium seating product.
- Provides corporate community and sponsors with additional stadium amenity.
- Provides “upscale” space to potentially hold meetings during non-event times. Potential for additional revenues.
- Requires club seat premium over and above base ticket price consistent with, or in some cases above, other comparable facilities. Pricing may exceed market demand in Hawaii. Suite price assumption provided to calculate club seat premium.
- Consideration has been given to “lost” University football ticket revenue resulting from displacement of seats.
- May generate incremental revenues for ongoing capital improvements/maintenance.
- Additional market research required to assess viability/demand.

X. Revenue Enhancement Opportunities

Advertising/Sponsorship

- Advertising/Naming Rights Revenue Opportunities (Further Study Required)
 - ✓ Stadium
 - ✓ Stadium/Gate Entrances
 - ✓ Field Level
 - ✓ Suite/Club Seat Levels (if developed)
 - ✓ Club Lounge (if developed)
 - ✓ Concourse
 - ✓ Stadium Sections
 - ✓ Elevators/Escalators
 - ✓ Concession Areas
 - ✓ Administrative Offices
 - ✓ Parking Areas
 - ✓ Other

- Consider Independent Valuation Analysis

Note: Categories listed could be included as part of a comprehensive financing plan.



X. Revenue Enhancement Opportunities

Other Revenue Sources

- Ticket Revenue – In addition to incremental revenue generated by premium seating demand, incremental revenue may be generated by increases in average ticket price and/or attendance (depending on scope of the renovation), consistent with the experience of other stadium renovation projects (average 12.8% attendance increase after renovation). Requires University cooperation.
- Concessions/Novelties/Parking – Incremental Revenue Opportunities a Function of Renovation Scope
- Miscellaneous Other Meetings/Activities
 - ✓ Suite and Club Seat Holders May Potentially Use Premium Seating Areas for Other Miscellaneous Meetings/Events
 - ✓ Premium Seating Common Areas/Club Lounges
 - University/Athletic Department/Private Use Events
 - » Meetings
 - » Conferences
 - » Receptions/Parties
 - » Dinners/Banquets
 - » Other
 - ✓ Users Typically Charged by Event/Hour
 - ✓ Other Miscellaneous Meetings Income is Not Expected to be a Significant Revenue Source

X. Revenue Enhancement Opportunities

Other Revenue Sources (continued)

➤ Ticket Surcharge

UH Football Ticket Revenue	\$4,400,000
NFL Ticket Revenue	\$2,400,000
Hawaii Bowl Ticket Revenue	\$925,000
Other Events	\$925,000
Total	\$8,650,000
Surcharge	5.0%
Estimated Revenue	\$432,500

➤ Parking Surcharge

Estimated Attendance	475,000
Fans Per Car	3.0
Estimated Number of Parked Cars	158,333
Surcharge	\$1.00
Estimated Revenue	\$158,333

➤ Swap Meet Surcharge

Swap Meet Attendance	1,450,000
Surcharge	\$1.00
Estimated Revenue	\$1,450,000



XI. Potential Funding Sources – Overview

POTENTIAL FUNDING SOURCES – OVERVIEW



XI. Potential Funding Sources – Overview

Potential Funding Sources

- Direct Upfront Investment by Key Stakeholders
 - ✓ State of Hawaii
 - ✓ University of Hawaii
 - ✓ National Football League
 - ✓ Hawaii Bowl
 - ✓ Other

- Direct Annual Contribution from Key Stakeholders
 - ✓ Additional Rent (University of Hawaii/Hawaii Bowl/NFL)

- Private Contributions/Donations

- Student Fees/Assessments

- Stadium Generated Incremental Revenue
 - ✓ Luxury Suites
 - ✓ Club Seats
 - ✓ Advertising/Naming Rights
 - ✓ Concessions/Novelties/Parking
 - ✓ Other Miscellaneous Events/Activities



XI. Potential Funding Sources – Overview

Potential Funding Sources (Continued)

- Surcharge Revenue
 - ✓ Tickets
 - ✓ Parking

- Stadium Vendor/Partner Equity
 - ✓ Concessionaire
 - ✓ Other Vendors

Note: Must Consider Impact on Operating Revenues

- Premium Seating Founders Program (if developed)
 - ✓ Luxury Suites
 - ✓ Club Seats

- Seat License Program/Assessment
 - ✓ Luxury Suites (if developed)
 - ✓ Club Seats (if developed)
 - ✓ General Seating

- Aloha Stadium Net Operating Income (Must Consider Funding Source for Ongoing Capital Repairs/Maintenance)



XII. New Stadium Option – Overview

NEW STADIUM OPTION – OVERVIEW



XII. New Stadium Option – Overview

- The Consulting Team has been asked to consider, on an overview level, the development of a new stadium as compared to the recommended capital repair program for Aloha Stadium.

- New stadium preliminary program assumptions:
 - ✓ Capacity – 50,000
 - ✓ Luxury Suites – 20
 - ✓ Club Seats Level – 2,400

- Estimated new stadium cost:
 - ✓ Mid Range - \$252,500,000
 - ✓ High - \$280,000,000
 - ✓ Low - \$225,000,000

Note: Figures do not include land, infrastructure, etc.

- Estimated costs for the Aloha Stadium capital improvement program, new stadium, and repairs and maintenance have been developed by the Consulting Team.



XII. New Stadium Option – Overview

- As illustrated below, The Consulting Team has prepared an estimate of the Aloha Stadium capital improvement program cost as compared to the cost of a new stadium. In addition, an estimate of the future maintenance costs for Aloha Stadium and the new stadium were developed. The figures are presented in present value dollars for comparative purposes.
- Revenue enhancements discussed earlier in this report have not been incorporated into this analysis. It has been assumed that enhancement projects would be funded through project specific revenues.
- For analytical purposes, the estimated debt service (not including capitalized interest, costs of issuance, etc.) associated with each scenario has been estimated assuming 20 year tax-exempt bonds are issued. We have assumed that the bonds would be issued on a tax-exempt basis since the debt would be serviced primarily by non-stadium revenue sources.
- From strictly a financial perspective, the incremental revenues expected to be generated by a new stadium (as compared to the existing Aloha Stadium) are unlikely to support the incremental costs of a new stadium versus the estimated cost of the capital improvement program for Aloha Stadium.

	<u>Aloha Stadium</u>	<u>New Stadium</u>	<u>Difference</u>
Estimated Cost	\$99,200,000	\$252,500,000	\$153,300,000
<u>Present Value of Future Maintenance</u>	<u>\$57,200,000</u>	<u>\$25,800,000</u>	<u>(\$31,400,000)</u>
Estimated Total Cost	\$156,400,000	\$278,300,000	\$121,900,000
Financing Assumptions:			
Term	20		
Interest Rate (Tax-Exempt)	5.00%		
Estimated Annual Debt Service	\$12,549,941	\$22,331,512	\$9,781,571
Incremental Revenue Required to Fund Difference (1.0x Coverage)			\$9,781,571



XII. New Stadium Option – Overview

- The Consulting Team has prepared an additional scenario assuming the stadium is permanently positioned in a fixed configuration.
- From strictly a financial perspective – assuming the stadium is in a fixed configuration – the incremental revenues expected to be generated by a new stadium (as compared to the existing Aloha Stadium) are unlikely to support the incremental costs of a new stadium versus the estimated cost of the capital improvement program for Aloha Stadium.

	<u>Aloha Stadium</u>	<u>New Stadium</u>	<u>Difference</u>
Estimated Cost	\$89,200,000	\$252,500,000	\$163,300,000
<u>Present Value</u> of Future Maintenance	\$57,200,000	\$25,800,000	(\$31,400,000)
Estimated Total Cost	\$146,400,000	\$278,300,000	\$131,900,000
Financing Assumptions:			
Term	20		
Interest Rate (Tax-Exempt)	5.00%		
Estimated Annual Debt Service	\$11,747,515	\$22,331,512	\$10,583,997
Incremental Revenue Required to Fund Difference (1.0x Coverage)			\$10,583,997

- Additional consideration must be given to expected useful life of existing stadium versus a new stadium, as well as the overall market and financial feasibility of a new stadium.

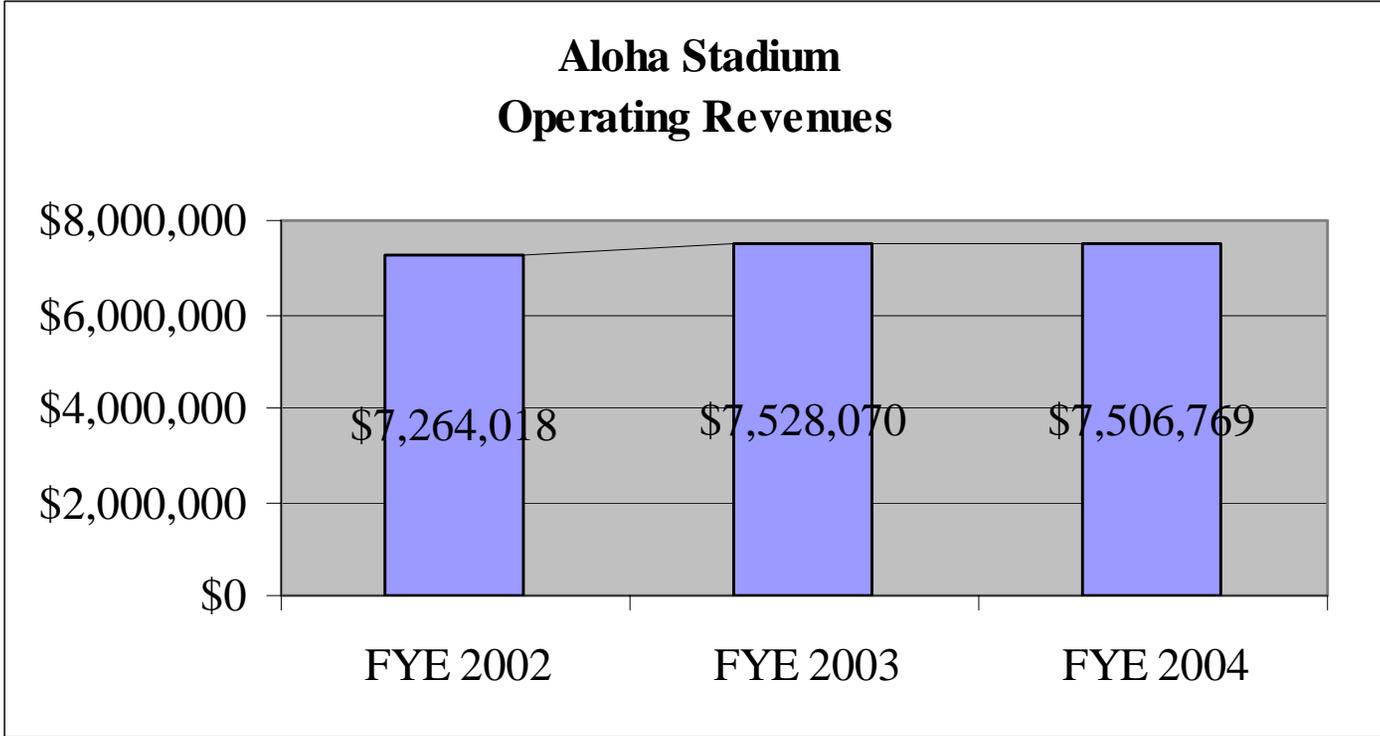


Appendix A – Historical Operating Characteristics – Aloha Stadium



A. Historical Operating Characteristics – Aloha Stadium

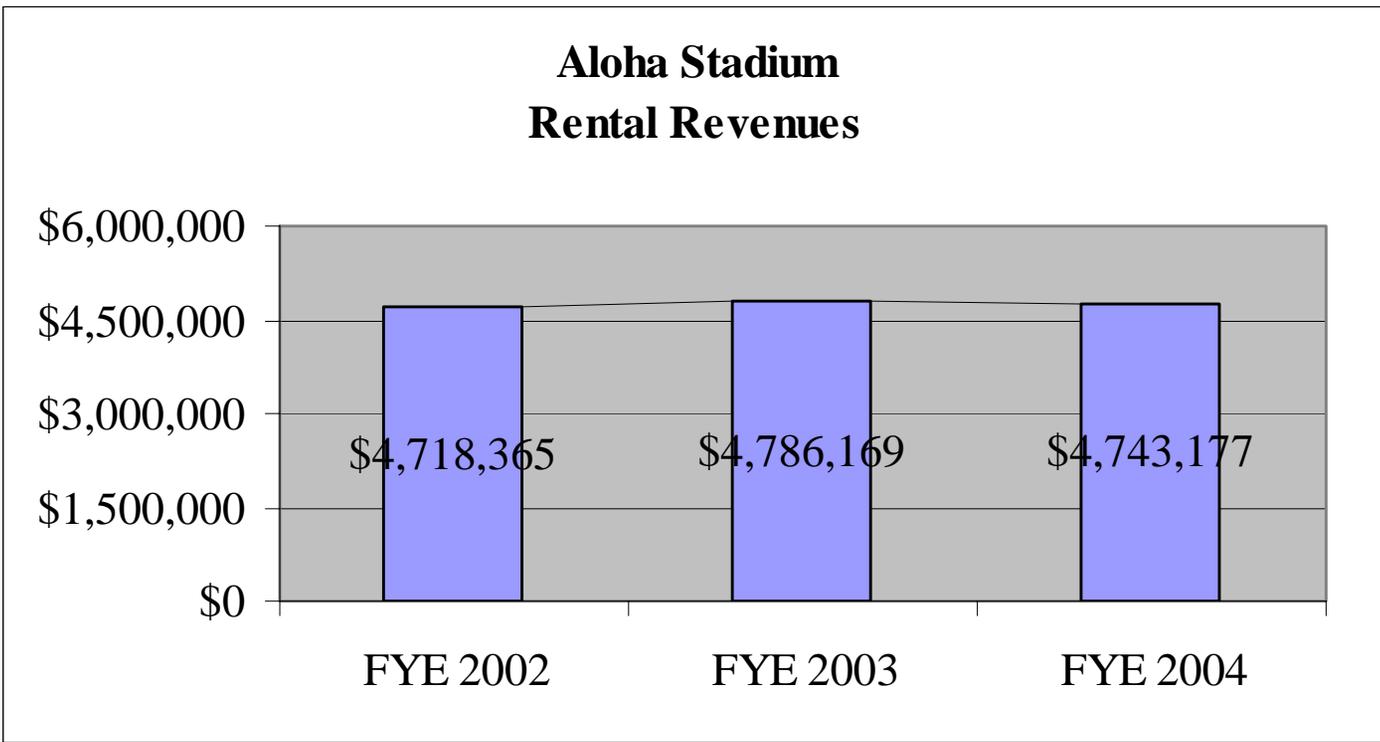
Aloha Stadium Operating Revenue



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

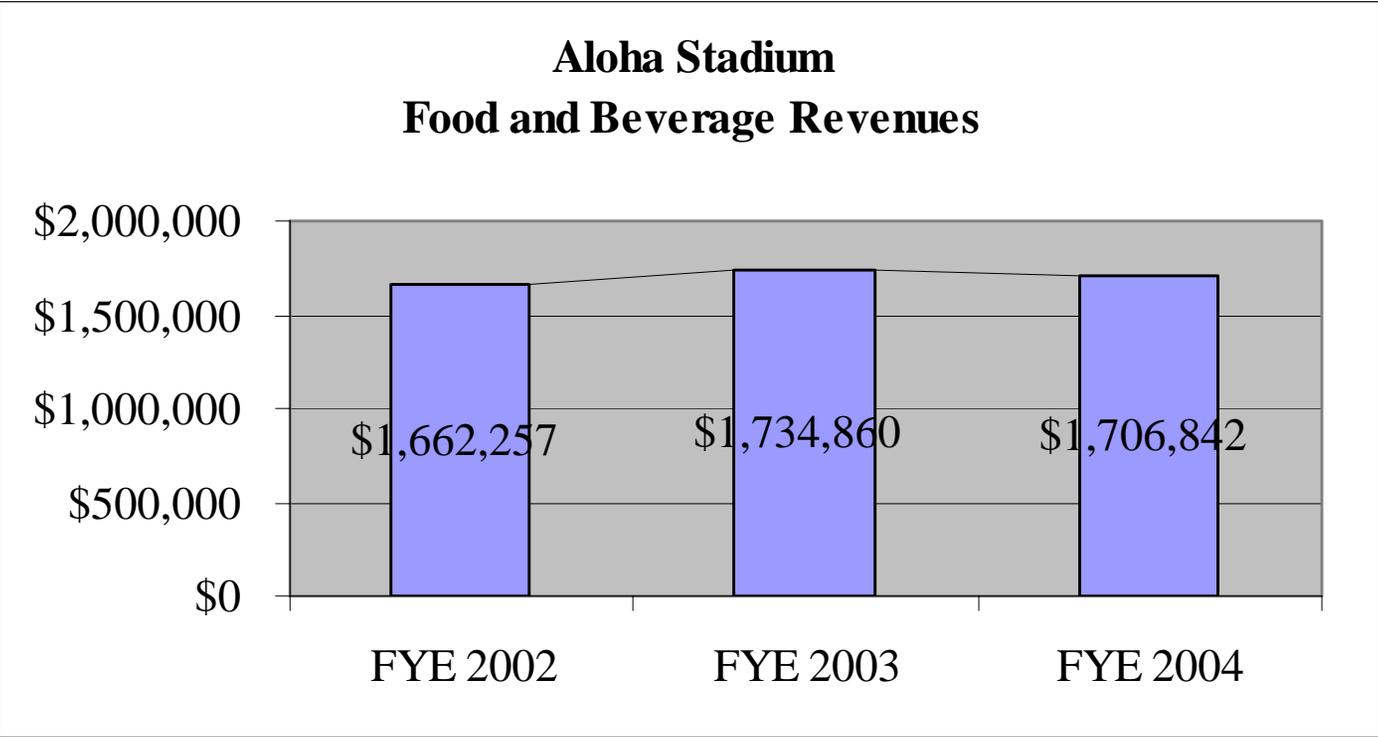
Aloha Stadium Rental Revenue



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

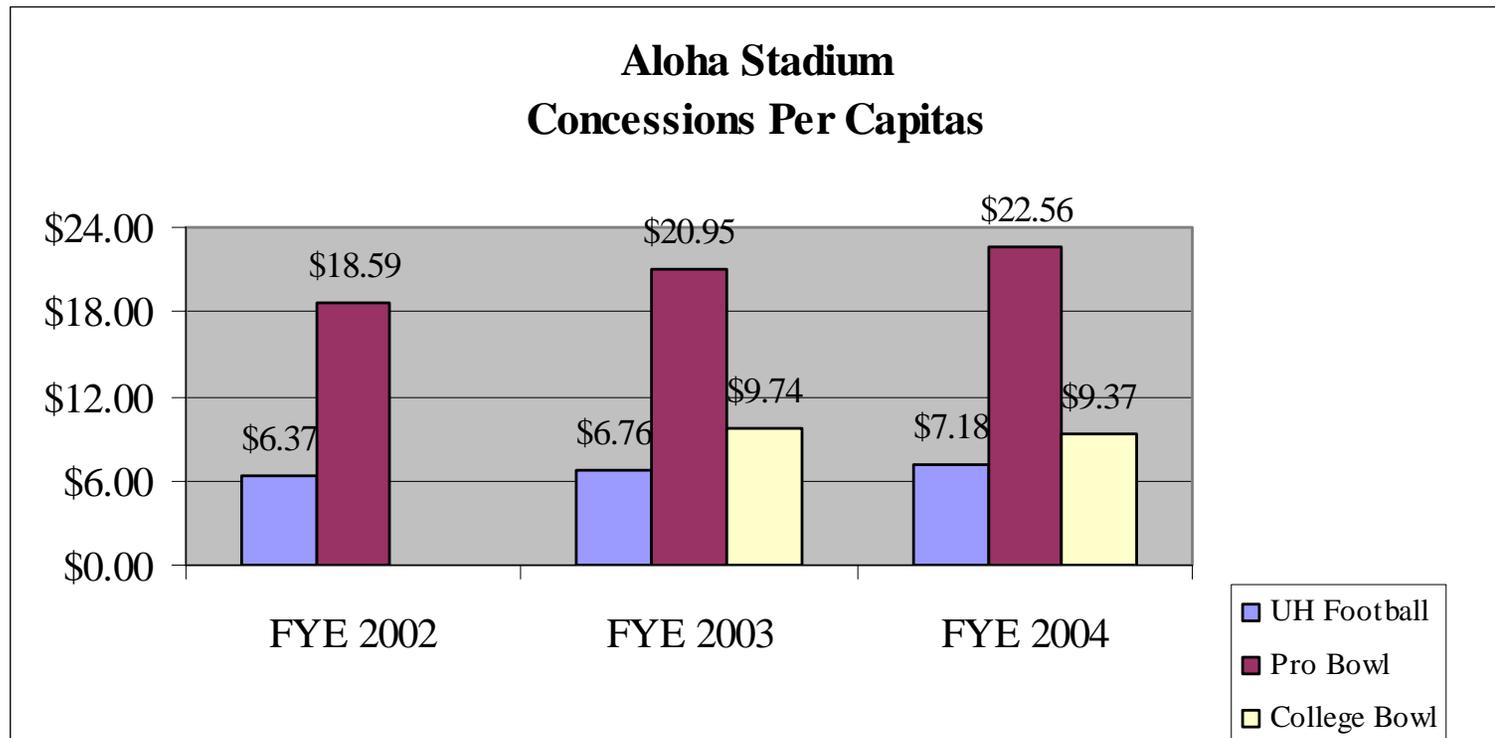
Aloha Stadium Food and Beverage Revenue



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

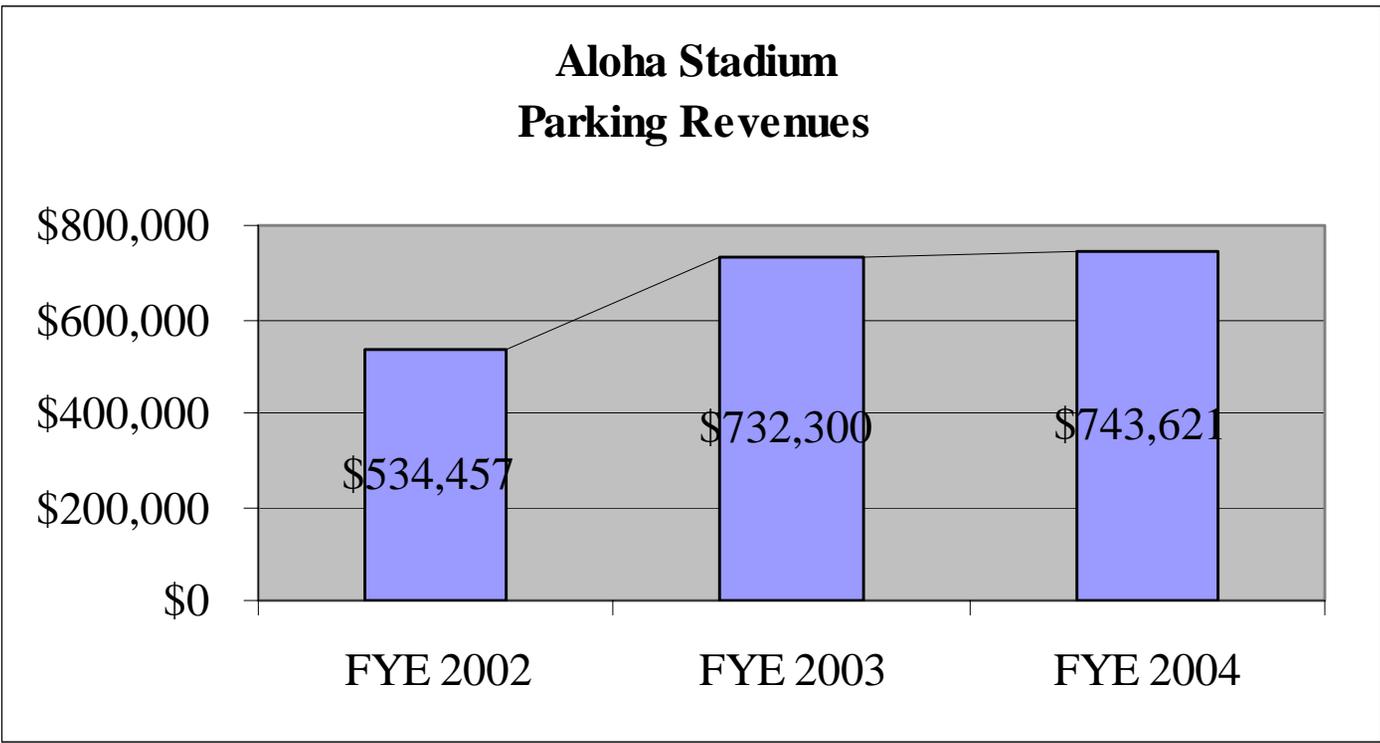
Aloha Stadium Concessions Per Capitas



Source: Stadium Authority.

A. Historical Operating Characteristics – Aloha Stadium

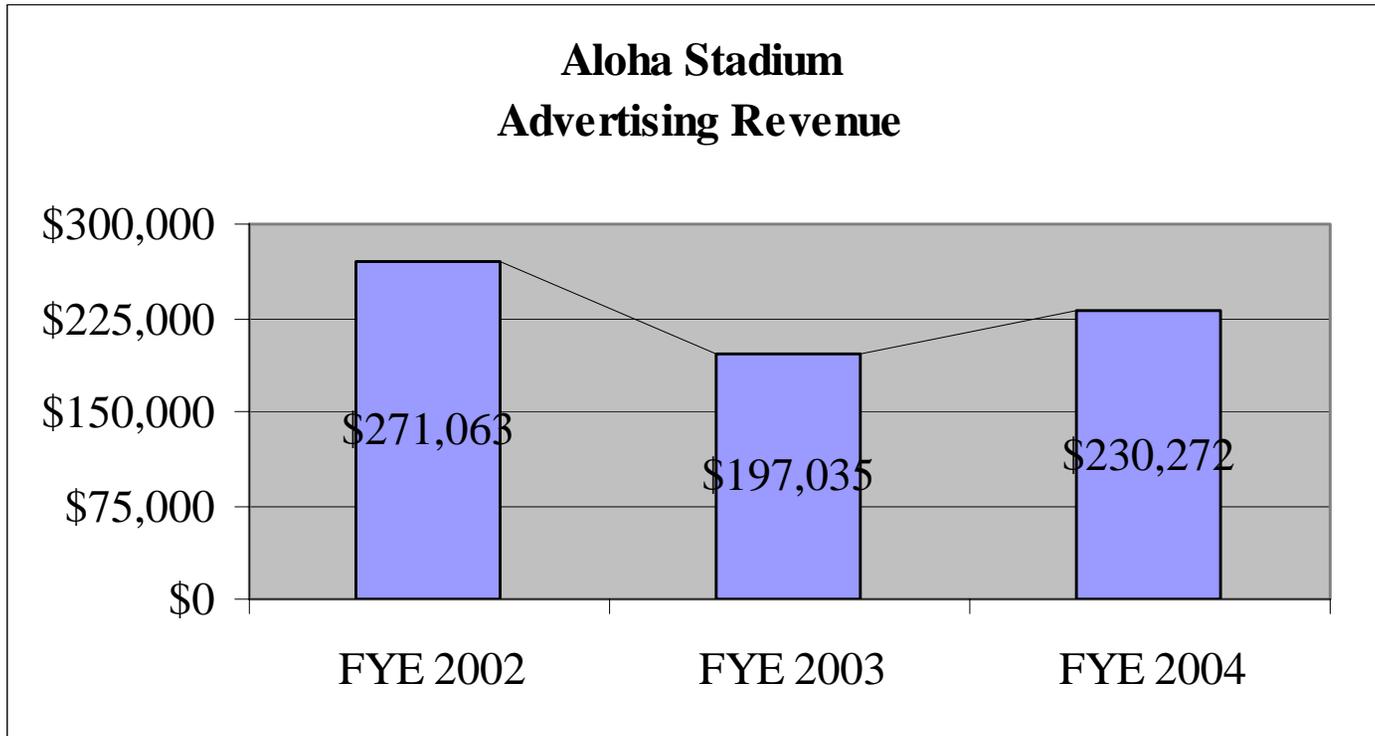
Aloha Stadium Parking Revenue



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

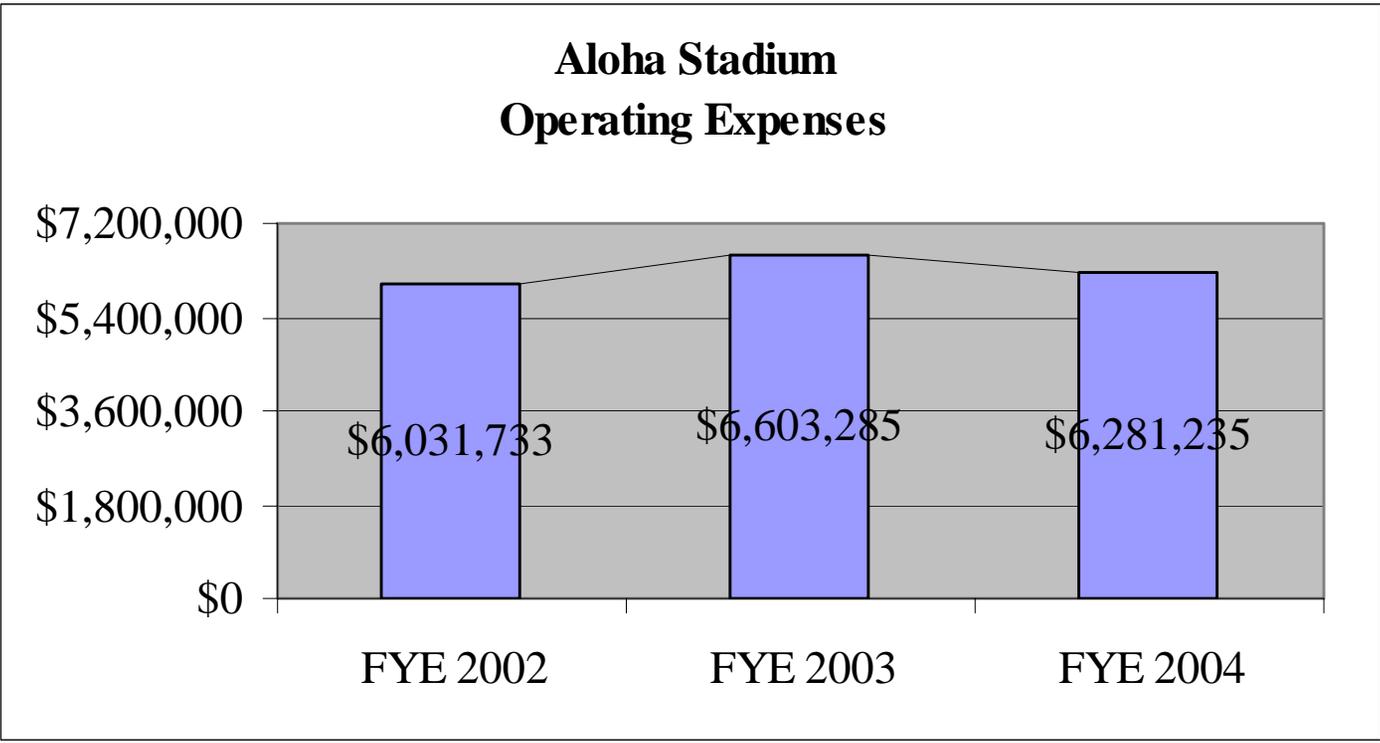
Aloha Stadium Advertising Revenue



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

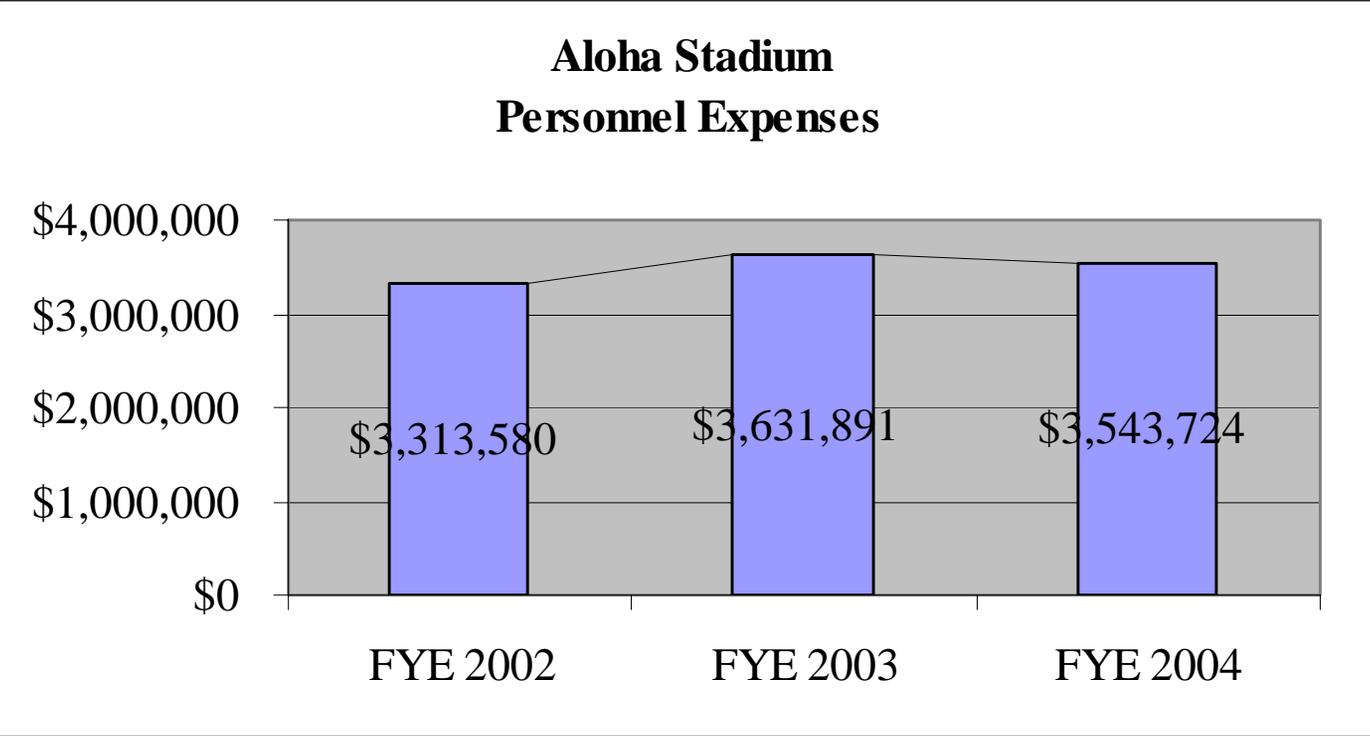
Aloha Stadium Operating Expenses



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

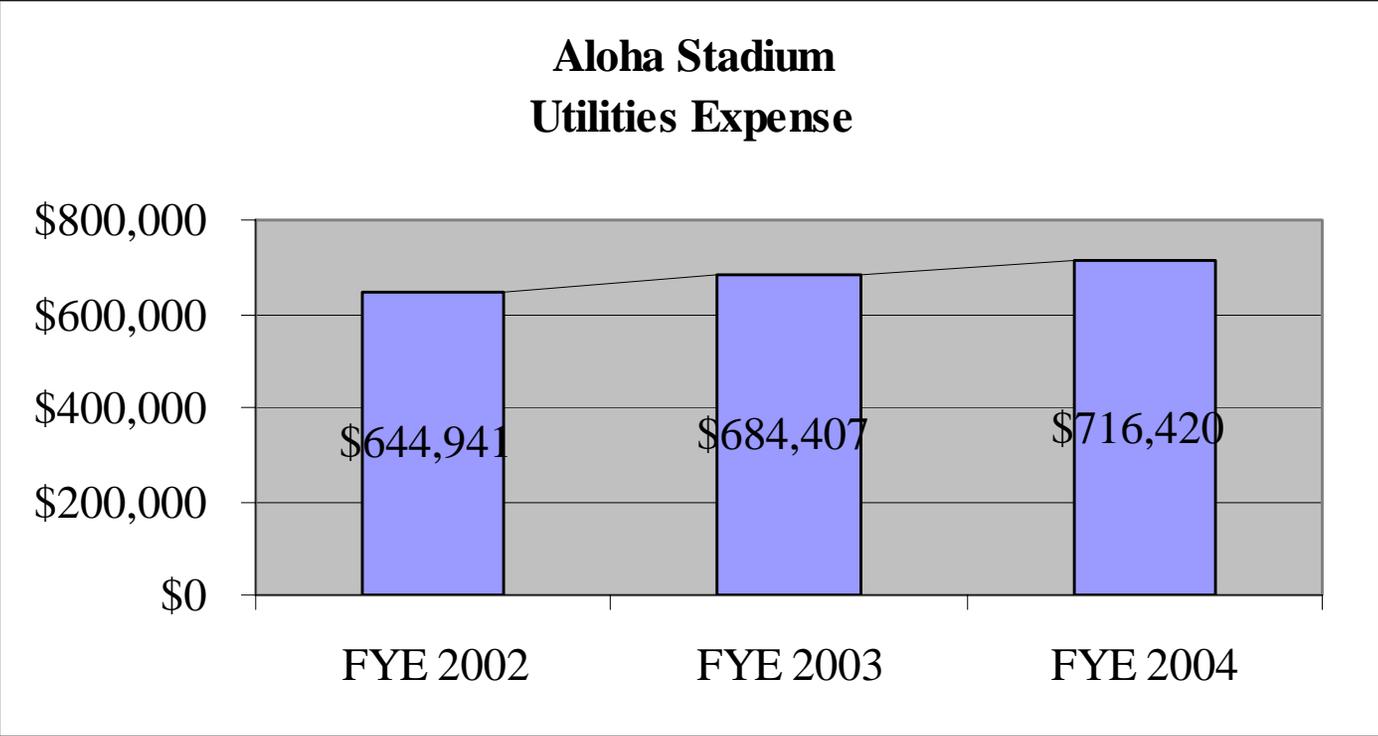
Aloha Stadium Personnel Expenses



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

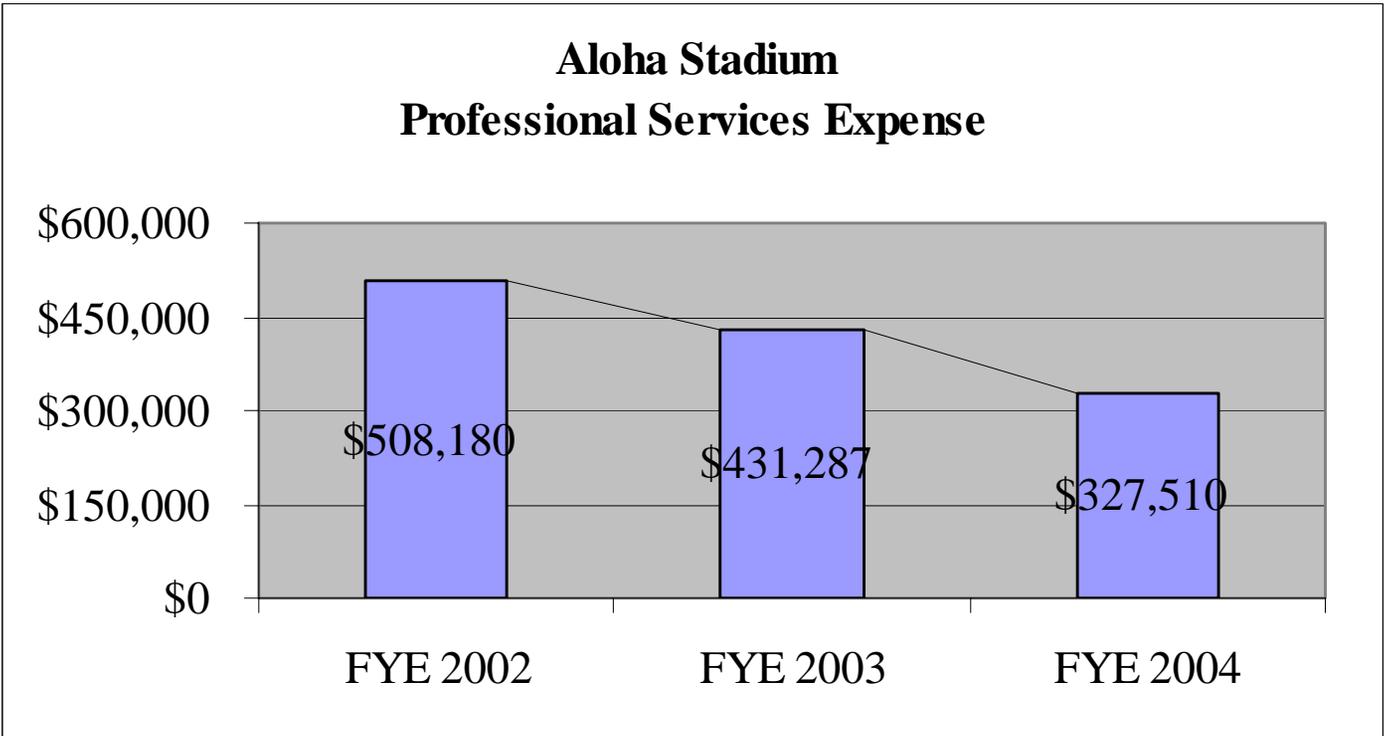
Aloha Stadium Utilities Expense



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

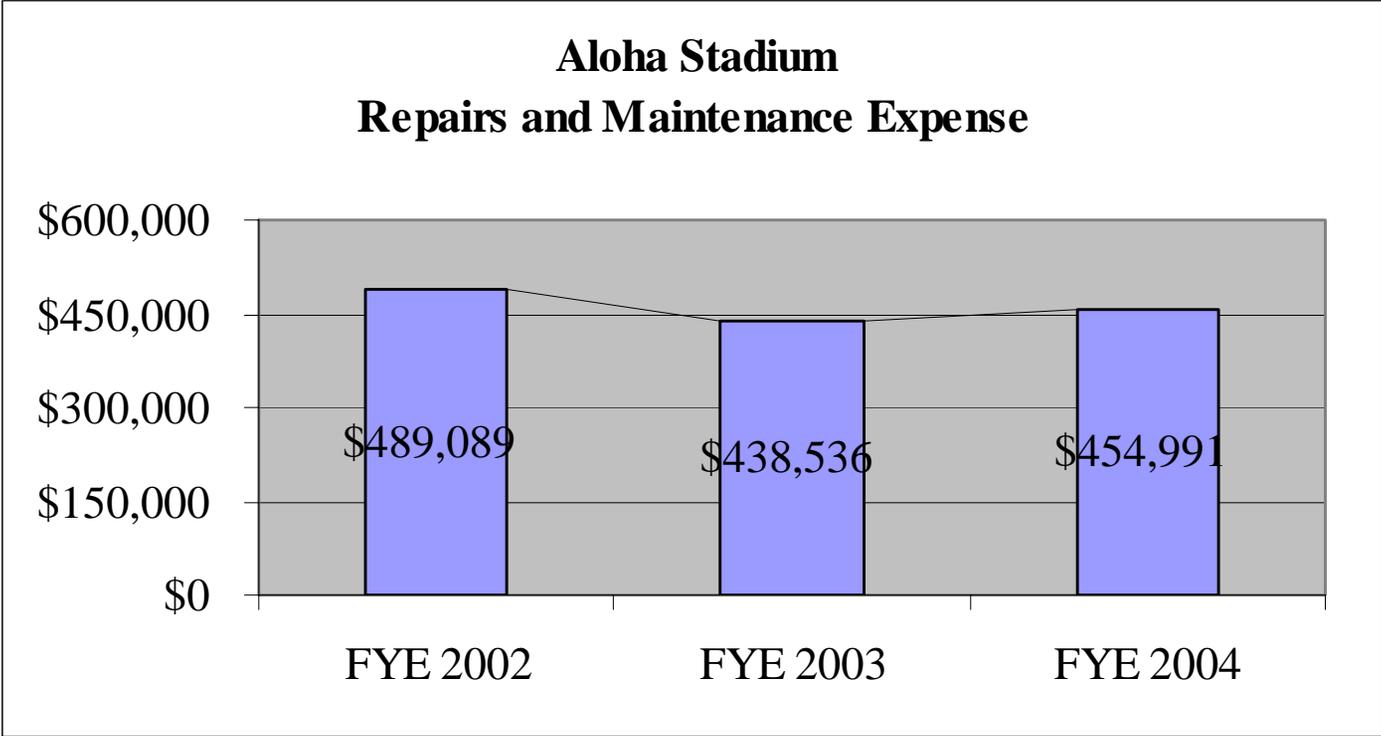
Aloha Stadium Professional Services Expense



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

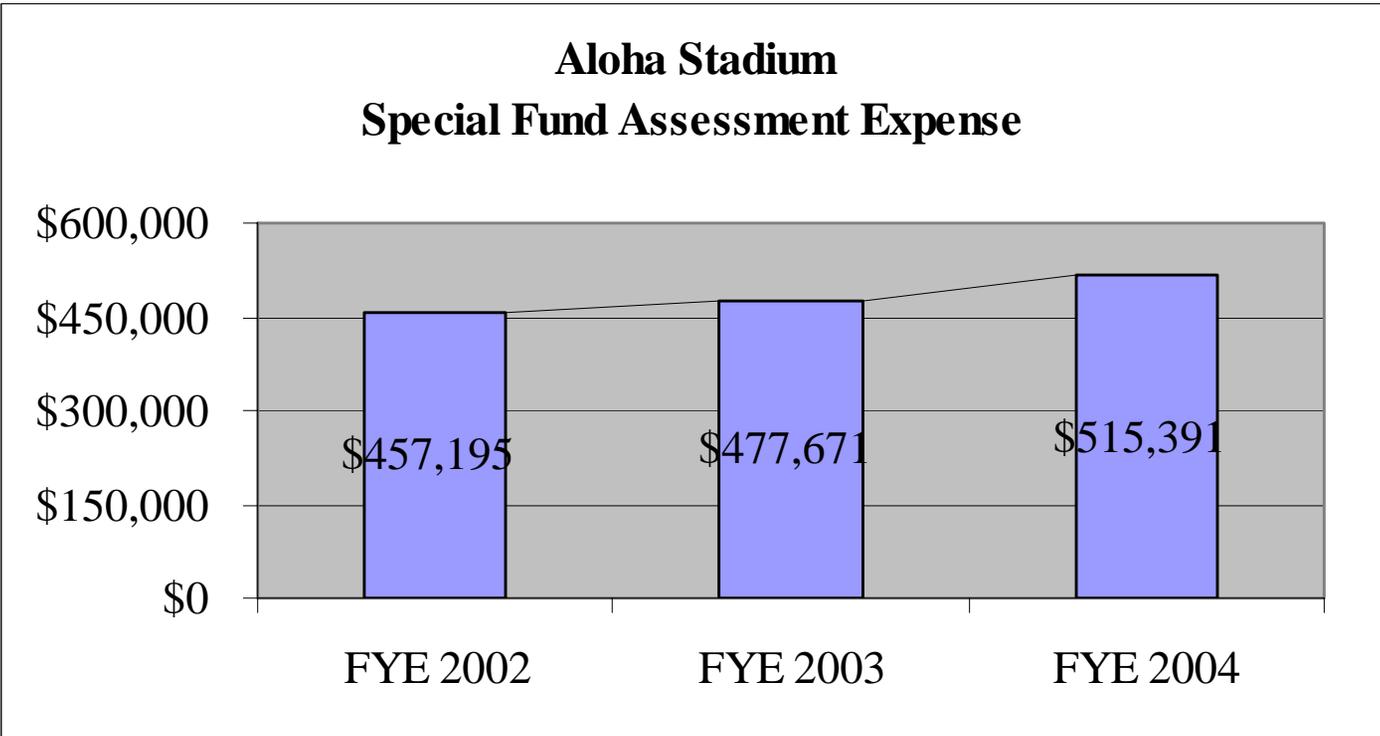
Aloha Stadium Repairs and Maintenance Expense



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

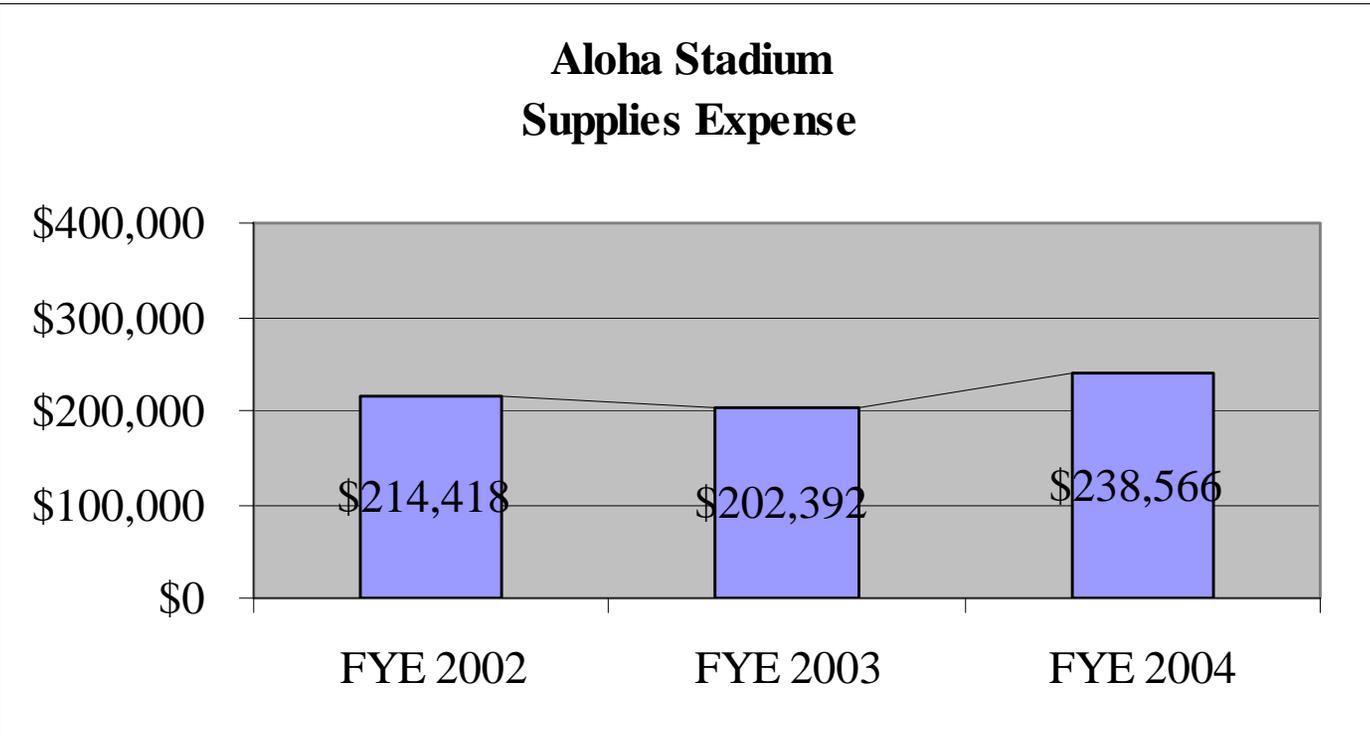
Aloha Stadium Special Fund Assessment Expense



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

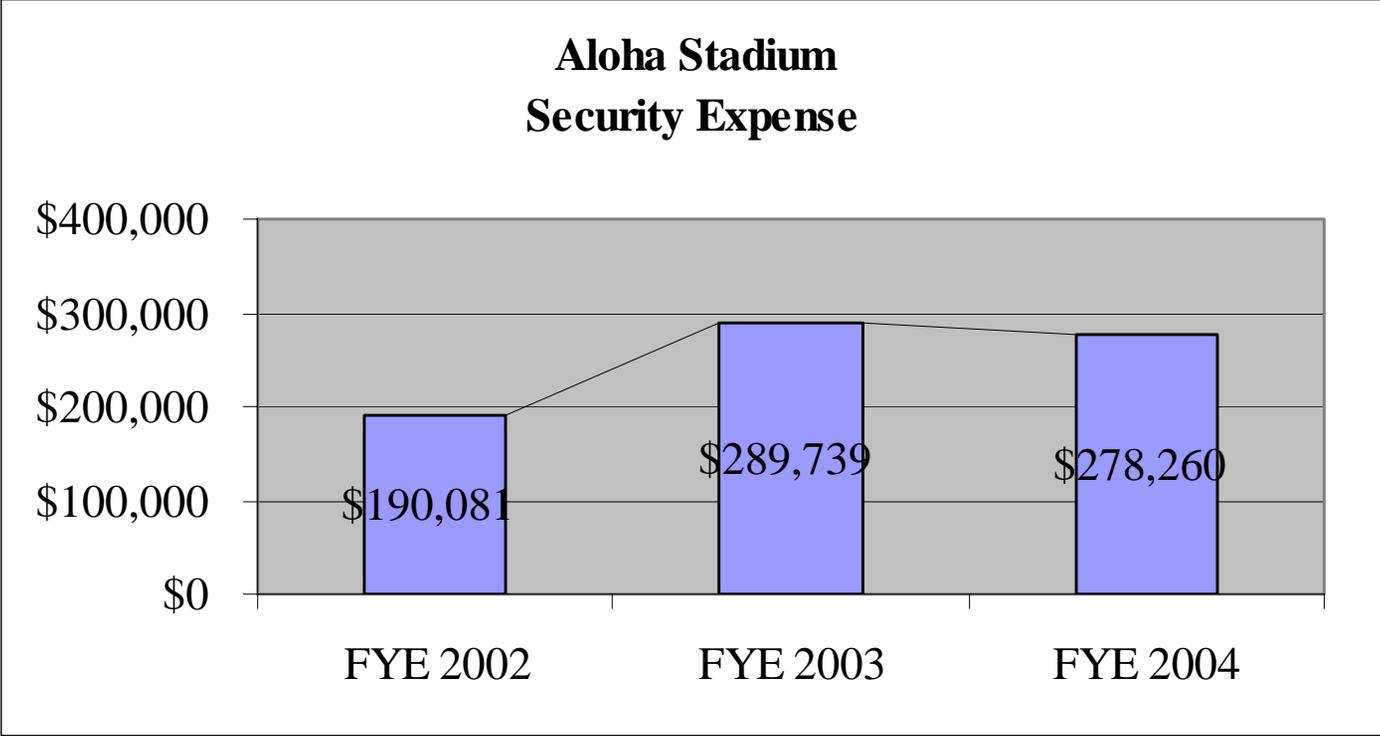
Aloha Stadium Supplies Expense



Source: Stadium Authority Audited Financial Statements.

A. Historical Operating Characteristics – Aloha Stadium

Aloha Stadium Security Expense



Source: Stadium Authority Audited Financial Statements.

Appendix B – Internal Revenue Code – Annual Donation



B. Internal Revenue Code - Annual Donation

Internal Revenue Code, Section 170(m)

- Annual Donation Qualifying Contributor to Purchase Athletic Ticket Events is 80% Tax Deductible
 - ✓ Annual Fee
 - ✓ Other Contributions

- Cost of Goods, Services, and Amenities is not Tax Deductible
 - ✓ Tickets
 - ✓ Parking
 - ✓ Use Fees
 - ✓ Other Amenities

- Tax Advisor should be Retained/Consulted

